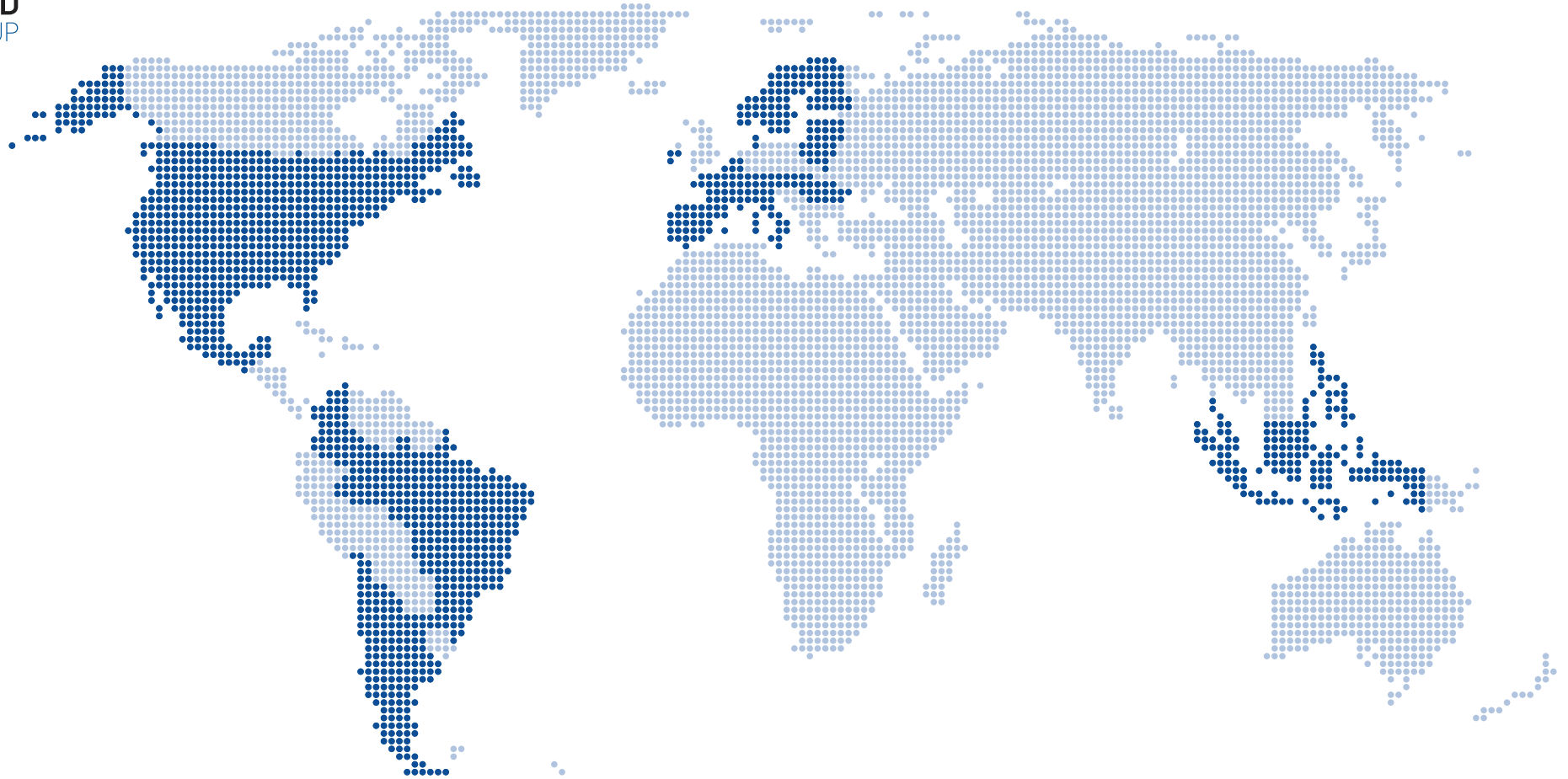
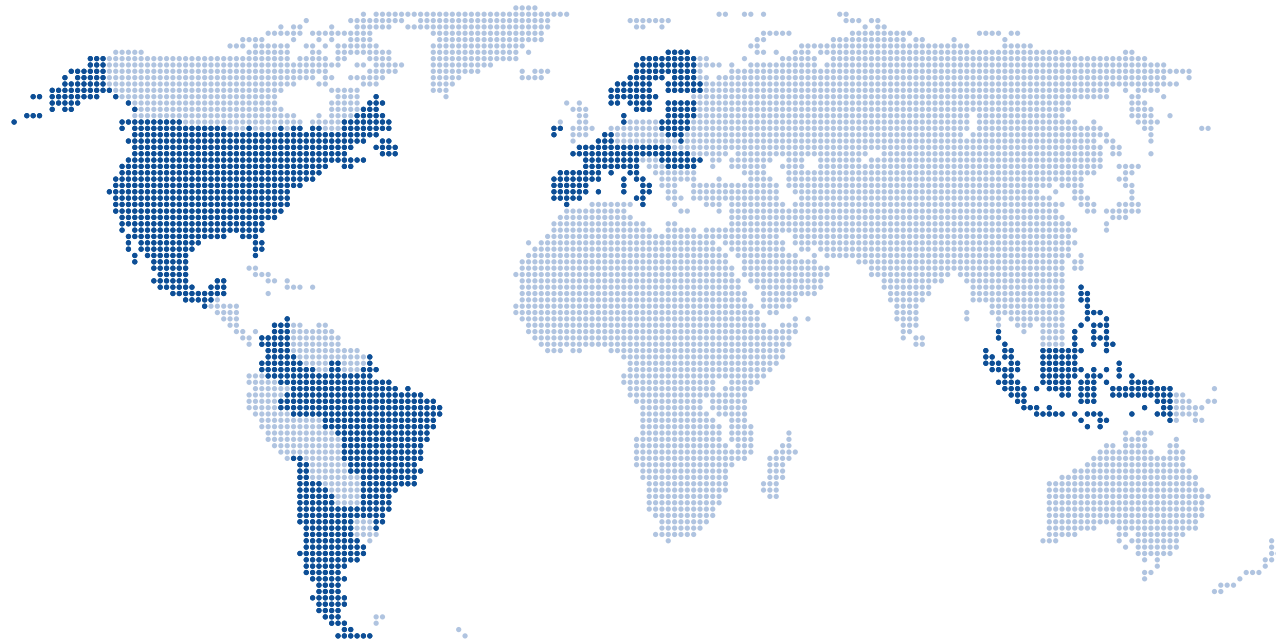




SCHIBSTED
MEDIA GROUP



Annual Editorial Report 2012



On the front cover

The Schibsted World Map according to 20 Minutos in Spain. The map covers most of the wall of the boardroom in the Madrid offices. 20 Minutos' online news services are available on three different platforms: 20minutos.es, 20minutos.com.mx and 20minutos.com, with a growing audience in Latin America and the Hispanic communities in the U.S. According to official numbers Schibsted Media Group is now present in 29 countries with 7,800 employees.

Annual Editorial Report 2012



Schibsted Media Group 2013
Editor: Bernt Olufsen
Design and layout: Lauveng Design
Printet by RK GRAFISK AS

Our goal: To deliver editorial quality

Our main goal is to maintain editorial quality, even in times of declining revenue streams and transition from print to digital media.

How can we measure editorial quality?

And how do we prove to the public that the news media can still live up to its important role in society? Certainly not by counting and comparing the number of words in a print newspaper with one from a decade ago.

This is where the Annual Editorial Report of the Schibsted Media Group comes in, by trying to open up our newsrooms and



Bernt Olufsen, President
Schibsted Editors Forum

publish the results of our work. Our success stories and our failures. With a growing focus on editorial governance.

2012 proved to be an annus horribilis for the press in many European countries. The British phone hacking scandal led to deeper mistrust in media and journalists. At the same time, transition to digital media forced newspapers to cut costs and reduce editorial staff.

The Schibsted Board of Directors has discussed this situation and agreed that the editorial report for 2012 should focus more on journalistic methods, codes of ethics, sources, and journalistic and product innovation.

When it comes to editorial quality, we probably need to establish a set of measuring tools. The trend in readership will tell you something about popularity. The result of innovation can say something about the new orientation capability. The journalism awards and the numbers of complaints in the press regulatory system and charges in the legal system can say something about journalistic quality.

In Norway, we also monitor how each media house sets the agenda for other media through news quotes. And Schibsted Norway has developed a tool measuring user satisfaction, benchmarking different newspaper titles. The ability to enhance competence in our newsrooms is also an important quality factor.

The Schibsted Annual Editorial Report tells the sad story of decline in print

readership everywhere. And we now see signs of a beginning stagnation in the growth of frequent users for the more mature and leading online news sites. At the same time, there is strong growth on all mobile platforms, and increased willingness to pay for digital content.

The report indicates that there is good control of sources throughout the Schibsted media houses, with payment to sources strictly limited to news leads. There are also heavy restrictions on use of anonymous sources, and all media houses show a good standard of source protection. There are several examples of experiments in use of crowdsourcing and involvement from readers in editorial work.

All media houses comply with their national codes of press ethics and take an active part in the system of self-regulation. Most media houses have an internal set of written guidelines and initiatives for educating editorial staff. There seem to be a very limited number of complaints, violations and court appearances.

Evaluation routines in most media houses are conducted on a daily basis, and we see signs of increased transparency in our newsrooms.

The Schibsted media houses are winning a relatively large number of media awards, many of them in the digital world. When it comes to media awards, Svenska Dagbladet, Bergens Tidende, VG, and Aftonbladet are up front. For instance, the small local newspaper Bygdanytt was named Best Local Newspaper in Europe 2012. In Sweden, Inger Atterstam of Svenska Dagbladet and Carina Bergfeldt of Aftonbladet won two of the four Grand Journalism Awards.

In Estonia, Postimees became the first newspaper to publish an annual editorial report to their readers. In Spain, the online news service 20 Minutos is becoming one of the largest news sites in the Spanish-speaking world. We are proud to present good editorial results and to empower people in their daily life.

“ *All Schibsted media houses comply with their national codes of press ethics* ”

The results so far

The Schibsted Editors Forum has agreed on three goals for the work on maintaining high editorial quality in our media houses.

First, all media houses should establish a set of ethical guidelines specially designed for their publishing activities.

Second, each media house should publish detailed annual editorial reports to help

strengthen our credibility.

Third, the annual editorial reports should be discussed by our boards, based on an annual 'state of the union' orientation by the Editor-in-Chief or Publisher, of course in full respect of the editorial independence of the board.

These are our results so far:

Ethical Guidelines	Annual Editorial Report	Board Presentation
Aftenposten Bergens Tidende Stavanger Aftenblad Fædrelandsvennen VG E24 Aftonbladet Svenska Dagbladet Postimees TV NET 20 Minutes	Aftenposten Stavanger Aftenblad VG Postimees	Aftenposten Bergens Tidende Stavanger Aftenblad VG Aftonbladet Svenska Dagbladet

Editors forum

The Schibsted Editors Forum had two sessions during 2012 focusing on editorial quality and press freedom. In both sessions 30 editors took part in the discussion.

The first session was held in Oslo in June, in connection with the Schibsted Journalism Award seminar. Here we focused on transparency in the newsroom and how to create an annual editorial report for publication. Bergens Tidende presented its strategy to become an international

press award winner. 20 Minutos presented its campaign "The Spanish Revolution", covering the protest against the European financial crisis.

The second session was held in Budapest, focusing on press freedom, Hungarian media law and the poor working conditions for an independent press. Representatives of the Editors Forum in Hungary took part in our discussions.

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AFTENPOSTEN



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Hilde Haugsgjerd
Oslo, Norway
Online, mobile, TV, one daily print,
two daily editions on iPad

Total reach (daily)
Editorial staff
Editorial budget 2012

1 192 000
286
NOK 287 000 000



USERS

Circulation (print)
Readers (print)
Users per day online and mobile

225 981
603 000
977 000



GENDER AND AGE DEMOGRAPHIC

	Male	Female
Morning print edition	50%	50%
Ap.no	59%	41%
Ap mobile	63%	37%

Readers age:	12-39	40-59	60+
Aftenposten print, morning	27	36	37
Ap.no	51	34	15
Aftenposten mobile	66	30	4

DAY OF EVALUATION: Alexandra Bech Gjorv presents the findings of the 22/7 Investigative Commission, revealing grave weaknesses in the norwegian security system. Photo: STEIN BJØRGE.



22. juli-kommisjonen



SOURCES

Aftenposten pays attention to every kind of source, while always maintaining full editorial independence and setting journalistic priorities. We consider it essential to handle information from any source with a critical distance. This constitutes a special challenge, as general

access to information is exploding, due not least to the emergence of social media. Twitter, Instagram and Facebook give us a better overview and the ability to get in touch with more sources, but we stress the importance of treating information obtained via these channels with the same critical attitude as elsewhere.

Protection of sources is an absolute principle for us. We would never disclose the identity of our journalistic sources, even

if the police or the courts were to order us to do so. In practice this means that the editor-in-chief would rather go to jail than disclose a source.

Aftenposten maintains a critical attitude toward citing anonymous sources. However, under certain circumstances, when the use of unnamed sources presents the only possibility to uncover reprehensible activities, we will accept the publication of information based on anonymous sources.

METHODS

The provisions of the Ethical Code of Practice for the Press adopted by the Norwegian Press Association constitute the basis of our ethical journalistic practice. In addition we have our own set of ethical guidelines.

We regularly train our employees in press ethics, and we make sure that all new permanent employees and temporary employees receive the necessary instruction.

Aftenposten's products – in print and digital – are evaluated on a daily basis in our editorial offices, according to a set pattern. Mistakes must be conceded in the corrections column, which is permanently located in our op-ed-pages.

Thirty-one complaints were lodged against Aftenposten to the Norwegian Press Complaints Commission. We were found in breach in four instances. In each case the key point was the provision in the Ethical Code for the right to simultaneous reply, which states that any person exposed to serious accusations shall be allowed the right to comment on them in the same article. These four decisions have required Aftenposten to strengthen its routines in this area. Two of the 31 complaints were dismissed, one was resolved by amicable settlement, and three were withdrawn. In the 21 remaining cases, the Commission found in favor of Aftenposten.

MOBILE TV: In 2012 the number of readers using smart phones to keep updated, particularly about major news events, exploded. Political editor Harald Stanghelle is pictured here giving a comment to AftenpostenTV. Photo.: STEIN BJØRGE



PRODUCT

Key product developments during 2012.

In April we launched *Aftenposten Junior*, a weekly print newspaper for children. This product has been very well received; the circulation has exceeded 20,000 copies.

Osloby, Aftenposten's local digital service edition, was launched in July. The service was well received by readers and advertisers alike. Osloby is distributed via the web and on mobile with its own app. During the Øyafestivalen music festival, Osloby introduced a special Øyameter app.

In connection with the trial following the 22 July terrorist attacks, we launched a new studio solution for digital direct reporting. When the legal proceedings were over, we introduced *RettsSal 250*, an iPad app presenting weekly comments by our staff reporter Kjetil Østli, illustrated by Arne Nøst.

An app for word games was introduced in August, based on *Aftenposten's* web game *Ordspill*. This game has attracted a number of loyal users.

We have invested more resources in *AftenpostenTV* than ever before. During the trial following the 22 July terrorist attacks we broadcast direct transmissions with our own commentators, guests and live footage from the courtroom. Throughout the year *AftenpostenTV* played a central role in our digital news coverage.

In 2012 we prepared new print products for launch in January 2013: a weekly magazine for business and finance, published as a separate section in the print edition; a new tri-weekly local news section for Oslo; and a free weekly newspaper, Osloby, which is distributed to all households in Oslo.



7 JANUARY 2012. One of the year's most controversial cases: the story of what happened on the ferry boat MS Thorbjørn at Utøya on 22 July 2011.

AWARDS

Staff photographer Stein Bjørge won the international photography award Picture of the Year International for a multimedia documentary about the Amish people in the USA.

A-magasinet was voted the best tablet

edition in the competition for Newspaper Page of the Year, which is sponsored by the Norwegian Media Businesses Association. The weekend magazine won a silver medal in the category Newspaper Magazine of the Year.

Aftenposten's redesign won a silver medal in the category Innovation of the Year.

Six Aftenposten documentaries following the 22 July tragedy won awards in the Norwegian Media Businesses Association's competition.

Aftenposten was awarded three prizes for design in the European Newspaper Award, Newspaper Design & Concept: the front pages of 22 and 25 August and the paper's new typographic expression after the redesign.

JOURNALISM CAN MOVE



” We focus more and more on people affected by the conflicts

Hilde Haugsgjerd,
Editor-in-Chief

During 2012 Aftenposten's editors and journalists covered a series of major and dramatic domestic and international events at the same time as it implemented staff reductions and organizational changes. It has been challenging time.

Throughout the year we published around 2,000 articles about the legal process that followed the terrorist attacks of 22 July 2011 and about the way the Norwegian authorities handled this tragedy. A significant number of the reports were among those that scored highest among readers of both the print and digital editions.

Criticism against the establishment

We directed a critical searchlight on the first professional conclusions that were drawn by forensic psychiatrists. The discussion led to the court's decision to appoint a new team of forensic psychiatrists. It was their assessment of Anders Behring Breivik that was taken into account when the mass murderer was sentenced.

The government has appointed a committee to review the provisions in the Penal Code regarding accountability and the role of forensic psychiatrists. In this way, journalism may have important consequences and influence society.

International upheaval

The upheavals in the Arab world and in the eurozone dominated our international reporting. We invested considerable resources in our coverage of these events, using Aftenposten's own correspondents.

Syria presents some special challenges. Our Middle-East correspondent obtained a visa early on, but the regime restricted his freedom to move around and talk to people. All the same, we were never in doubt that he should enter Syria, fully confident in his ability to protect his journalistic integrity. Unconfirmed reports came out indicating that attacks against civilians were increasing. Investigating such information directly is part of Aftenposten's social mission. We considered the risk inside the war zone to be high, but acceptable. Our international journalism has focused more and more on the people affected by the conflicts and processes we report on. That is why we let our Brussels correspondent spend more time travelling to meet ordinary citizens in Spain, Italy, Greece and Portugal than on walking the corridors of the EU headquarters.

Internal reorganization

In order to make sure Aftenposten can continue to perform its editorial and social missions in the digital age, our editorial departments are undergoing major and demanding reorganization.

Aftenposten's revenues will decrease once advertisers and readers switch to digital media. Our costs must be adapted to this fact. Our staff will be reduced. At the same time, digitization requires new skills, new ways of performing editorial work and new types of organization.

All our news departments are now multimedial, that is to say that they have a responsibility to deliver journalistic material to both the print and digital editions.

At the end of last year a number of employees left the company with an agreement on severance pay or early retirement. At the same time we advertised several vacancies in order to recruit new digital expertise. We have to set strict priorities on the way we use our journalistic resources. Aftenposten will concentrate on essential issues in the world, in Norway and in Oslo. And we will cooperate with other Schibsted newspapers in areas where we consider it appropriate to do so.



22 JULY 2012: Front page, one year after the tragedy. This page won an award for design.

IN SYRIA: Aftenposten Mid East correspondent Jørgen Lohne reported from Syria through 2012, here from Quara on June 2nd. Abu Mahmoud cries out in rage over president Bashar al-Assad in the square outside the Quara mosque. Photo: JØRGEN LOHNE



AFTENPOSTEN PUBLISHING

In 2006 **Aftenposten** established a department for producing and publishing monthly magazines. The purpose of the business is to create growth and increase income from the media house's existing

clients/subscribers as well as winning new readers and advertisers.

All five magazines and one weekly newspaper are distributed nationwide.

They all have their own websites, and the magazines will also be made available on tablets during 2012. The business is headed by Editor/Publishing Director Sverre Amundsen.



Aftenposten INNSIKT (AFTENPOSTEN INSIGHT)

Current affairs magazine with an international focus. Areas covered: politics, society, climate/environment, science, technology and culture. 11 issues per year.

Established: **2008**
 Editor: **Tine Skarland**
 Readership: **186 000**



Aftenposten K (AFTENPOSTEN CULTURE)

This magazine is pure culture, with an emphasis on literature, theater, art, music, film, TV and architecture. 11 issues per year.

Established: **2011**
 Editor: **Kristin Valla**
 Readership: **94 000**



HYTTEMAGASINET (CABIN MAGAZINE)

Inspirational and informative reading for a new generation of cabin owners. 11 issues per year.

Established: **2006**
 Editor: **Pål Berg**
 Readership: **87.000**



**MAMMA
(MOM)**

For women who want to enjoy motherhood. An informative magazine for mothers with children aged 0-10. 11 issues per year.

Taken over by
Aftenposten **2007**
Editor: **Hilde Rindal**
Readership: **53 000**



**MAT FRA NORGE
(FOOD FROM NORWAY)**

Article-based magazine reflecting the growing interest in Norwegian food and fresh produce. 8 issues per year.

Established: **2011**
Editor: **Per A. Borglund**
Readership: **65 000**



**AFTENPOSTEN
JUNIOR**

Weekly newspaper for children aged 8-12 years. 52 issues per year. Winner of the Innovation of the Year award at the Schibsted Consumer Sales Awards.

Established **2012**
Editor: **Guri Leyell Skedsmo**
Paid Circulation: **22 000**

Readership figures will be available in the fall of 2013.



BERGENS TIDENDE



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Gard Steiro
Bergen, Norway
Paper (7 days a week), online (web, mobile, tablet), ePaper, various apps and services
361 000
179
NOK 208 030 000

Total reach (daily)
Editorial staff
Editorial budget 2012



USERS

Circulation (print)
Users per day online and mobile

76 817 (average)
154 280/40 299
(average figures, strong growth)

FACING THE COURT: At the opening day of the trial against mass murderer Anders Behring Breivik April 16th 2012, all present stared at the defendant. Photo: HÅVARD BJELLAND



SOURCES

Bergens Tidende (BT) works with a wide range of official and reader sources. Several initiatives were carried out to increase reader contribution, among them crowdsourcing indicatives in the projects 112 and Familieliv (Family Life) in which reader sources are recruited both online and through direct contact at exhibition stands. Crowdsourcing through social media is institutionalized, with different media used to find cases and obtain regular input.

BT does not pay for interviews, but it does pay up to NOK 10,000 for leads that result in published stories. Only symbolic amounts were paid to individuals in 2012.

PRODUCT

No major new product launches in 2012. New app for coverage of the local football team Brann as well as several new initiatives on web TV, among them the first entertainment series shown on bt.no: STD: Oddfjord.

A number of products were lined up for launch in 2013, among them a new login with a new ePaper and weekend app for iPad, as well as Pust, an innovative way of gamifying sustainability by means of a campaign aimed at enterprises, offering them an opportunity to enhance their brand image and/or environmental profile.



INTERACTIVE PRESENTATION: «Death on the roads» has now earned several awards, among them SKUP, Schibsted Awards and Nona (Norwegian Online News Association).



WINNERS: Øyvind Lefdal Eidsvik, Lasse Lambrechts, Tove Knutsen and Erlend Langeland Haugen won a diploma for "Death on the roads".

METHODS

Bergens Tidende has its own code of ethics, which complements the Norwegian Ethical Code of Practice for the Press. This code is made available to every employee in the company.

BT was involved in one lawsuit in 2012. The family formerly accused of the murder of a family member who went missing sued a number of media organizations over publication of a picture of the missing person. Although some organizations decided to settle the matter out of court, BT decided to take the case to court. The decision has not yet been rendered.

Seven complaints were lodged with the Norwegian Press Complaints Commission. The Commission concluded that BT had violated the ethical code in two of these cases. In one of the cases, the Commission decided that no violation had taken place. Four complaints were rejected. One violation involved identification of a minor, the other involved clarifying the terms on which interviews are carried out.

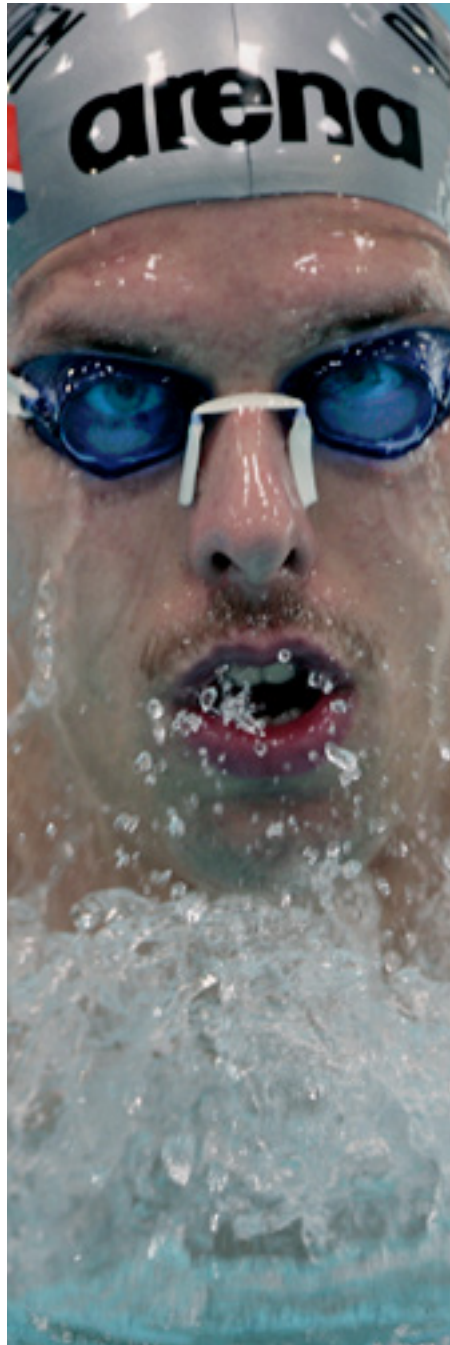
AWARDS

Two diplomas awarded by SKUP (Norwegian Foundation for Investigative Journalism).

Six awards at the Norwegian Picture of the Year Awards, including two first prizes. 30 design awards, of which 28 were international.



THE DAY AFTER: It used to be her kitchen. But after hurricane <<Dagmar>> on Christmas Day 2011, Berit Myren was left with ruins. The roof, one of the walls and her belongings vanished in the strong winds. Photo: JAN M. LILLEBØ



A YEAR OF CONTRASTS

2012 became a year of contrasts. Never before has Bergens Tidende received more recognition for its journalism. At the same time, our newsroom went through a demanding downsizing process.

The most prestigious award for investigative journalism in Norway, the SKUP Award (Norwegian Foundation for Investigative Journalism), was presented on 24 March. Two out of a total of three diplomas were awarded to Bergens Tidende. Journalists Tove Knutsen, Lasse Lambrechts, Erlend Langeland Haugen and Øyvind Lefdal Eidsvik received a diploma for their digital research project *Døden på veiene* (Death on the Roads). Tron Strand, Rune Christophersen and the same Eidsvik received a diploma for exposing how the Norwegian Police Security Service failed to follow up on the counter-terrorism initiative Global Shield. BT was the only newsroom that received recognition from the SKUP jury for its coverage of the 22 July tragedy.

Two diplomas in one year is a record for Bergens Tidende. It comes only two years after BT was awarded

a diploma for another piece of investigative journalism. We consider this to be the result of concerted efforts. BT has defined the use of new digital technology in journalism as a goal. In 2012, this was particularly evident in two projects: *Jakten på klimamilliardene* (The Hunt for Climate Billions) and *Familieliv* (Family Life). Our reporters used crowdsourcing, big data and digital narrative techniques to develop and communicate journalism of a high standard. Some of the articles in the *Familieliv* series are among our most widely read pieces.

As these two projects neared completion, it became clear that the current hardships in the media industry would also hit Bergens Tidende. Long-term forecasts for advertising and circulation revenues were adjusted downwards. The senior management of the media house estimated a need to cut costs amounting to NOK 150 million in the period 2013 to 2016. Even though 2012 showed satisfactory profits, a substantial readjustment was needed to preserve BT's ability to practice independent, high-quality journalism.

A total of 21 employees left the newsroom with severance packages. By 2017, a further 29 will retire on contractual pensions. This represents about one quarter of the total staff. Senior management also decided to shut down offices in Førde and Stord. As the digital transformation accelerates, tougher priorities are needed, both to sustain editorial quality and to maintain BT's reputation for excellence in its readers' minds. As such, the media house has decided to prioritize its core area in and around Bergen, where more than 90 percent of the media house's readers live. This is also the region where we see the greatest potential for growth. Growth on online platforms is robust, especially on mobile. However, we must recognize that total revenues for print are still greater than for the digital platforms. To succeed, we must reorganize and raise the level of innovation. However, the key issue is to ensure that our people are able to maintain high ethical standards and journalistic quality. All surveys show that these are the readers' main arguments for choosing BT.



” *The key issue is to ensure that we are able to maintain high ethical standards and journalistic quality*

Gard Steiro, Editor-in-Chief



FAREWELL OF A CHAMPION: Olympic medalist and world champion Alexander Dale Oen died at the age of 26, his heart stopped. He will be remembered not only for his results in the swimming pool, but also for his rare ability to make everyone around him feel special. Photo: ROAR CHRISTENSEN

LOCAL NEWSPAPERS

Bergens Tidende owns five local newspapers with a combined circulation of 25,853 and a combined reach of 88,000. Four of the newspapers won design and journalism awards in 2012. Bygdanytt was voted European Newspaper of the Year in the local newspaper category.



Bygdanytt

Editor: Hallvar Tysse (on leave until July 1st, acting editor Frode Fjellstad)
 Place of publication: Arna, Bergen municipality
Frequency: Tuesday and Friday
Circulation: 4595
Readership print: 14000
Readership online: NA
Editorial staff: 6 including editor

Awards
 Local newspaper spread of the year, Landslaget for lokalaviser (Norwegian Association of Local Newspapers), European Newspaper of the Year, local newspapers, The 14th European Newspaper Award



Askøyværingen

Editor: Stig Erik Elliott
 Place of publication: Kleppstø, Askøy municipality
Frequency: Tuesday and Friday
Circulation: 4808
Readership print: 14000
Readership online: 2000
Editorial staff: 6 including editor

Awards
 Award of excellence Local newspaper of the year, Landslaget for lokalaviser (Norwegian Association of Local Newspapers, LLA)
 Award of excellence - Journalist of the year (Christina Gulbrandsen, story about social diversity in the municipality), LLA.

Utvidet opplag på vitens- og fridrettsmidler

Fridrettsmidler
 14. februar kl. 20:15
 Arngang 25
 Laussal kr. 20

Utvidet opplag
 14. februar kl. 20:15
 Arngang 25
 Laussal kr. 20

Fridrettsmidler
 14. februar kl. 20:15
 Arngang 25
 Laussal kr. 20

Fredag
 14. februar kl. 20:15
 Arngang 25
 Laussal kr. 20

FANAPOSTEN

Skolebarn forsøkt lokket på Ulsmåg

Bussset i syv måneder

Treball i vesterland

La Fana gymnas får fred til å fortsette sitt gode faglige arbeid

Reinseanlegg tett på utslepp

Snekkverk si siste kvile

Stor rift om nye leiligheter

Vi meglar frem dine verdier

aktiv

Strilen

Tabubloggaren

Adelheid skriv seg tilbake til livet. Side 17-23

Reinseanlegg tett på utslepp

Snekkverk si siste kvile

Stor rift om nye leiligheter

Vi meglar frem dine verdier

aktiv

AKTUELT

Avgjør satsing på jubileum

Egg styrkar Sotrasambandet

SundAuto

Lokalavisa for Fjell, Sund og Øygarden i 25 år

18. 12. FEBRUAR 2011 | ARNGANG 25

Laussal kr. 20

Tysdag

Vestnytt

Fornøyelig i flo og fjære

Vant på knockout

Fjell gjekk til topps

Full distribusjon

TORS DAG 21. FEBRUAR

090 09 • billig.no

RIIS

Fanaposten

Editor: Ståle Melhus
Place of publication: Nesttun, Bergen municipality
Frequency: Tuesday and Friday
Circulation: 4546
Readership print: 17000
Readership online: 2000
Editorial staff: 5 including editor

Awards
 Award of Excellence for Photangraphy Atmosphere and Special Pages, The 14th European newspaper Award.

Strilen

Editor: Hans Egil Storheim
Place of publication: Knarvik, Lindås municipality
Frequency: Tuesday, Thursday and Saturday
Circulation: 5208
Readership print: 21000
Readership online: 5000
Editorial staff: 7 including editor

Vestnytt

Editor: Elisabeth Netland
Place of publication: Straume, Fjell municipality
Frequency: Tuesday, Thursday and Saturday
Circulation: 5948
Readership print: 17000
Readership online: 3000
Editorial staff: 8 including editor

Awards
 Award of excellence in Local Newspaper of the Year, Landslaget for lokalaviser (Norwegian Association of Local Newspapers)



FÆDRELANDSVENNEN



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency
Total reach (daily)
Editorial staff
Editorial budget 2012

Eivind Ljøstad
Kristiansand, Norway
Newspaper, web, mobile
101 000
96
NOK 93 423 158



USERS

PRINT

Circulation **35 441**

WEB

Unique visitors:	53 000	-5%
Page views:	284 000	-20%
Sessions:	89 000	-7%

MOBILE

Unique visitors:	12 751	+ 68%
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GENDER AND AGE DEMOGRAPHIC

60% male, 33% female, 7% unknown gender

BEST PHOTO OF THE YEAR. Sørlandets Pressepris: The Mathare slum, Kenya. From the story about the conflict between MYSA and the Strømme Foundation. Photo: KJARTAN BJELLAND.



A VERY SPECIAL YEAR OF INNOVATION



Fædrelandsvennen
MÅNDAEN 14. MARS 2012

Alt.
Overalt.
Alltid.

” I dag lanserer vi et nytt og bedre tilbud for deg som er abonnent på Fædrelandsvennen. Alt innhold vi legger igjøre tilgjengelig på nett og mobil. Nå kan du lese oss hvor du vil, når du vil. Vi håper du vil like våre nye tilbud.

Velkommen til nye Fædrelandsvennen
Eivind Ljøstad, sjefredaktør



” *X-Files increases our digital skills*

Eivind Ljøstad
Editor in Chief

The 22 July trial was our biggest journalistic effort in 2012. We invested heavily in our own coverage of the case, in addition to working with the other Schibsted Norge newspapers. Our most successful initiative was Øivind Holthe's 'handwritten' reports from the trial, which received national attention. The articles were shared to a sensational extent in social media. His comments were published in the fall in book form. The opening of the new concert hall in Kristiansand, Kilden Performing Arts Centre, was held in January. This was heavily covered by web TV and journalistic resources. We have covered major events

related to the new concert hall over several years.

This year there has been much debate about beggars from Romania. We followed this story closely, and in the fall we travelled to Romania to find and report on beggars in their home environment.

Competence and evaluation

Fædrelandsvennen has a systematic program for employee development through two performance appraisals per year, as well as continuous follow-up and feedback sessions. The editorial production is assessed daily on the intranet. Best Performance awards are announced each month in several categories. All the staff significantly enhanced their digital skills in connection with the project X-Files in 2012. Innovation

2012 was truly a very special year in terms of innovation. On 14 May we launched our new subscription model and Fædrelandsvennen was the first major newspaper in Norway to introduce user payment on its digital platforms. The project is called X-Files, and entails changing our subscription model to include all our platforms instead of print alone. This project involved all the departments in our media house.

Sponsorship

Fædrelandsvennen sponsors many different sports, culture and humanitarian organizations. To a large extent advertising is used as currency for various sponsorships and cooperation agreements. The largest sponsorships are for IK Start and the Kilden Performing Arts Centre. The media house draws a clear distinction between sponsorship/market-oriented cooperation on the one hand and editorial independence on the other.



THE NEWSROOM: The journalists of Fædrelandsvennen work fully integrated print and online. The X-files project increased their digital skills in 2012. The front page of May 14th (left) introduced the paywall and the different platforms.



AWARDED PAGES:
Feature pages of
Fædrelandsvennen
won prices in
The European
Newspaper
Awards 2012.



ETHICS

Fædrelandsvennen complies with the Ethical Code of Practice for the Norwegian media industry. Fædrelandsvennen also has its own set of ethical guidelines, which was

revised in 2011 to cover social media. Fædrelandsvennen was reported to the Press Complaints Commission (PFU) on seven occasions in 2012. Five of the cases were settled prior to being processed by the PFU. The remaining two were processed and resulted in full acquittal.

AWARDS

Best Local News Site in Norway, MBL

Innovation of the Year, Schibsted

Best Photo of the Year, Sørlandets Pressepris

Best Live Web TV: Sommerløpet (Schibsted Norge/Adresseavisen/Dagbladet)

European Newspaper Award: Photography Picture, Page and Supplement

LOCAL NEWSPAPERS



KRISTIANSAND AVIS

EDITOR: Ole Lunde-Borgersen

PLACE OF ISSUE:

Kristiansand, Søgne, Songdalen and Vennesla

CIRCULATION: 49 100

(Thursdays)

EDITORIAL STAFF: 3



LINDESNES

EDITOR: Svein Enersen

PLACE OF ISSUE: Mandal, Marnardal, Lindesnes, Audnedal and Åseral

CIRCULATION: 6 100 (Mon-Sat)

EDITORIAL STAFF: 12.5



FARSUNDS AVIS

EDITOR: Sveinung W. Jensen

PLACE OF ISSUE: Farsund, Lyngdal and Hægebostad (+ Flekkefjord and Kvinesdal every 2nd. Thursday)

CIRCULATION: 5 897 (Mon-Sat), 14 400 every 2nd. Thursday

EDITORIAL STAFF: 12.5



SØGNE & SONGDALEN BUDSTIKKE

EDITOR: Roar Osmundsen

PLACE OF ISSUE: Søgne and Songdalen

CIRCULATION: 3 072 (Wednesdays)

EDITORIAL STAFF: 7.1



STAVANGER AFTENBLAD



KEY-INFO

Editor-in-chief
Place of issue
Channels & frequency
Circulation:

Lars Helle
Stavanger, Norway
Newspaper, web, mobile
61 636

Total reach (daily)

229 981

Editorial staff

144 (2012)
(will decrease during the coming years)

Editorial budget 2012

NOK 137 000 000



USERS

Print:
Online:
Mobile:

165 634
127 210
41 698

OLD HEROES: The Stavanger rock band Mods, with the lead singer Morten Abel, entertained 25 000 new and old fans at Viking Stadion. Photo: JARLE AASLAND.





WINNERS IN PRINT: Covers of the PLUSS Magazine and Aenergy were winners in the European Newspaper Awards.



SOURCES

Stavanger Aftenblad deals with all kind of sources. These are handled in compliance with the Ethical Code of Practice for the Press adopted by the Norwegian Press Association. Anonymous sources are used in special cases, for example when consideration must be given to protecting sources.

We also have internal regulations on press ethics, in which we emphasize the need for reporters to demonstrate extreme caution when a source requests anonymity.

Our sources are not paid or compensated in any way to take part in our stories, though payments amounting to a few thousand kroner a year are paid to individuals who provide leads on news stories.

METHODS

Every morning at 09.00 the news editor and the editor-in-chief hold a meeting in the news room to discuss and review the paper and web issues for the day. Everybody can take part in the discussions on resolving ethical dilemmas and prioritizing stories and resources. The same discussion is then had on events developing over the next

24 hours, with a special angle on ethical issues. We also review any complaints that have been lodged against Stavanger Aftenblad with the Norwegian Press Complaints Commission and any interesting decisions made by the Commission.

Six complaints were lodged against Stavanger Aftenblad in 2012, none of which were found to violate the Code of Ethics.

No legal cases were reported in 2012.

PRODUCT

In the summer of 2012 we published a new web camera app. We obtained authorization to place a bi-directional camera by the runway at Stavanger Airport. The service is combined with the arrivals and departures information boards at the airport and a map giving live coverage of air traffic at the airport.

Viewers have the opportunity to follow flights on the map before landing and after take-off and to follow the landing/take-off procedures live.

The traffic on this service is very high, and the concept is to be adapted by other Schibsted media houses.

CAMPAIGN JOURNALISM: Anti bullying in school became very popular series both in print and online.

AWARDS

Norwegian Picture of the Year (referred to in last year's Editorial Review).

Seven awards in the European Newspaper Awards: front page, local pages, supplement, illustration, photo, photo story and magazine front cover.

The screenshot shows the Aftenbladet website interface. At the top, the date is "Sandag 25. november 2012" with a weather icon showing 6°. Navigation links include "Kundesenter", "Abonnement", "Annonser", "Mitt Aftenblad", and "Kontakt oss". The main header features the newspaper name "Aftenbladet" and a prominent article title "Mobbing". Below the header, there is a yellow banner for "Solsikre Egypt - direkte fra Sola!" with a table of flight prices and an "apollo" logo. The main article section has a large blue header "MOBBING I SKOLEN" and a photo of a man speaking at a podium to a large crowd. A play button icon is visible in the top right of the photo area. To the right of the photo, there is a text box with a video player interface and a description of the event. At the bottom of the article, the headline "Over 3500 sier nei til mobbing" is displayed.

Destination	Price	Package	Price
Sharm el Sheik	fra 2 498,-	Cruise i Rødehavet	fra 5 498,-
Dahab	fra 4 048,-	Rundreise	fra 11 148,-
Nuweiba	fra 4 458,-	Opdeler fly & hotell i uke. Begr. hotell plasser	

MOBBING I SKOLEN

Sang, sykkel og dans mot mobbing
- Kjempelmonerende, kalte en stolt Sandnes-ordfører demonstrasjonen der tre og et halvt tusen av kommunens ungdommer tok avstand til mobbing.
VUBD: Rune Vardvik

Over 3500 sier nei til mobbing

A STORY ABOUT THE NAMELESS

“Our aim is to make a difference”

Lars Helle, Editor-in-Chief



“**Glomar Grand Isle**” was a gigantic drillship, built at a yard in Orange, Texas, in 1967. The owner, Global Marine Inc., had quite quickly rented out the 115 meter-long vessel to companies wishing to explore for oil in European waters.

On 19 August 1969 Glomar Grand Isle was drilling for Esso Exploration Norway, 190 kilometers southwest of Stavanger. Jack Winfield should actually have travelled ashore by helicopter the day before, but felt he was not quite finished with everything he had to do on board the ship.

It was already past midnight when Jack Winfield stood on the deck of Glomar Grand Isle while a drill team was preparing to perform a routine pressure test. Suddenly, a jet of water shot out of one of the valves. Winfield was swept off his feet and thrown under a tool bench more than five meters away.

The accident was to mean the end of John Arthur Jack Winfield. He died of massive head injuries shortly after.”

One year. Six reporters. Two photographers. One researcher. 69 victims. One of them referred to here.

Hundreds of stories

Stavanger Aftenblad's journalists investigated old files, read obituaries from the past forty years, and travelled around the world to reveal the nameless victims of the Norwegian energy industry. In a series of articles it was revealed that at least 266 people have died since the Norwegian offshore oil adventure began in the 1960s. Sixty-nine of them died in isolated accidents on ships and installations in the North Sea. The

Norwegian government, which does not keep any statistics of deaths in Norway's most important industry, has barely registered any of these incidents, and there was little help to be found from inside the industry itself. The result of the investigative series was first presented in the newspaper's energy supplement in November. The names and photos of each of the 69 victims were presented in a special web application. The victims had faces. They had families who knew little about what had really happened. And each incident told a story of courage. Many of these stories were overshadowed by poor or no investigations by the police or other authorities.

Stavanger Aftenblad has a strong regional position in the southwestern part of Norway. The media house aims to become a leading national supplier of news in the energy sector. We are committed to providing 24/7 updates via the website Aenergi.no (English-language version: aftenbladet.no/aenergy).

Through the series of the nameless victims, we also went behind the news.

We made a difference for the victims' families, and a difference for the oil city of Stavanger. Many people are now campaigning to raise a monument in memory of the victims.

The series also led to a debate in the Norwegian parliament. The government was asked to clarify whether the oil ministry would ensure that a review of the forgotten deaths on the Norwegian Continental Shelf be conducted.

Stavanger Aftenblad aims to make a difference: this was an example of how we did that in 2012.

Norsk sokkel: De glemte ofrene

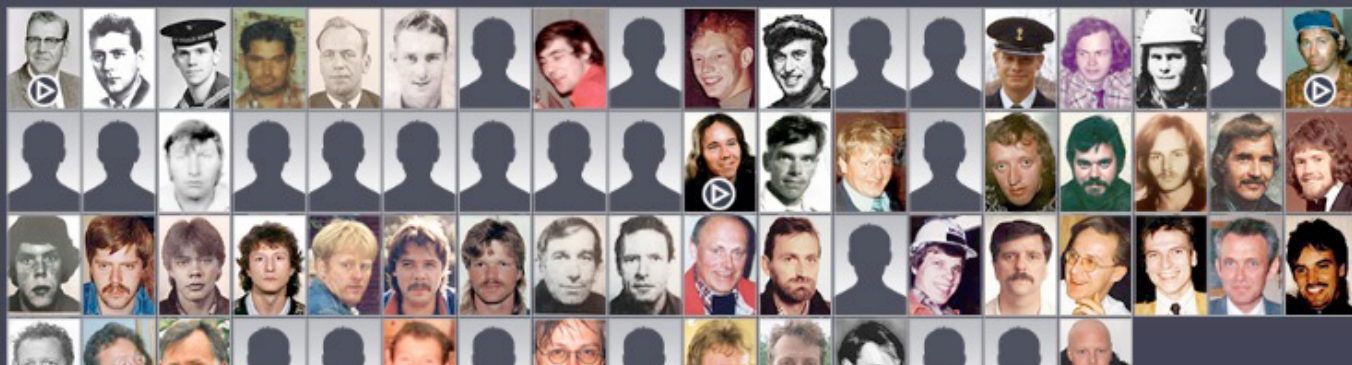
69 menn har dødd i arbeidsulykker på skip og installasjoner på norsk sokkel siden 1969. Men storsamfunnet har fortsatt ikke et samlet register over hvem de var, hva de het eller hvor de kom fra.



Alle oljeofre bør minnes og hedres

Oljehistoriker Marie Smith Solbakken mener at vi har glemt de mange av enkeltmenneskene som har omkommet i arbeidsulykker i oljeindustrien, på veien til vår velstand. Hun ønsker et eget minnesmerke med navnene på alle ofrene. Minnesmerket må gjerne stå ved Alexander Kielland-monumentet i Kvernevik i Stavanger.

Aftenbladet har identifisert de 69 glemte oljeofrene. Her kan du lese hvem de var.



INVESTIGATIVE JOURNALISM: Stavanger Aftenblad revealed the faith of 69 fatal victims in the norwegian oil industry. A series of articles were published in print and online.



VERDENS GANG



KEY-INFO

Editor-in-chief/publisher	Torry Pedersen
Place of issue	Oslo
Channels & frequency	Daily paper, net, tv, mobile, tablet
Total reach (daily)	2 220 000 (+98 000)
Editorial staff	269
Editorial budget 2012	NOK 323 000 000



USERS

Circulation (print)	188 354	(- 23 234)
Users per day online	1 794 000	(+130 000)
Mobile	621 000	(+288 000)



GENDER AND AGE DEMOGRAPHIC

	Male	Female
VG Print	55.7%	44.3%
VG Net	57.6%	42.4%
VG Mobile	65.2%	34.8%

Readers age:	12-19	20-29	30-39	40-49	50-59	60-69	70+
VG Print	7.1	12.9	14.8	17.4	14.7	20.2	12.7
VG Net	7.7	22.3	24.7	20.0	11.6	9.8	3.8
VG Mobile	9.3	31.9	32.1	18.2	5.5	2.7	0.4

A HERO STORY: Even Kvien (7) is treated for severe injuries after a fire in april 2010. Here in a US hospital with his parents and his little brother. The story was referred to by prime minister Jens Stoltenberg in his New Year speech. Foto: THOMAS NILSSON



SOURCES

Between 85 and 90 percent of print newspaper content is produced by our own staff. VG Nett's staff produced 66 percent of the content in VG Nett, while 34 percent was provided by NTB (Norwegian News Agency).

The media house received 155,970 tip-offs and leads from readers. The print newspaper published over 8,200 readers' letters and debate articles, while online featured close to five million comments from readers.

Source criticism is a key element in the evaluation processes and discussions that go on in the departments. Our general principle is that each case must have multiple sources so that both facts and claims can be verified, quality-assured and balanced. When only one source is available, we take extra precautions and set other restrictions.

Criticism and other types of attacks on individuals, companies or institutions trigger the right of reply. We continually work on finding open sources, and exercise extra caution when we have to rely on anonymous sources. For example, we have a rule that anonymous sources are

not allowed to voice negative personal characterizations or criticism against named individuals.

VG also strives to improve the gender balance in the sources we cite. We admit that in 2012 our efforts to find more female experts were not good enough. Furthermore, we do not give enough ordinary people a voice on our platforms, and we admit that we have a lot of work to do with respect to using sources outside the Oslo region and interviewees from minority backgrounds.

VG'S SOURCES

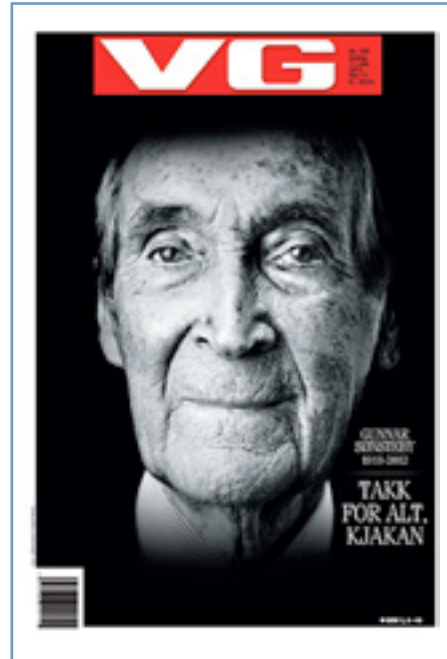
	MALE	FEMALE
PRINT:	72%	28%
ONLINE:	77%	23%
VG PRINT ONLINE		
Experts	54%	64%
Non-experts	22%	15%
Celebrities	9%	8%
Sports personalities	14%	13%
Regional sources	11%	11%
Minority sources	4%	3%

METHODS

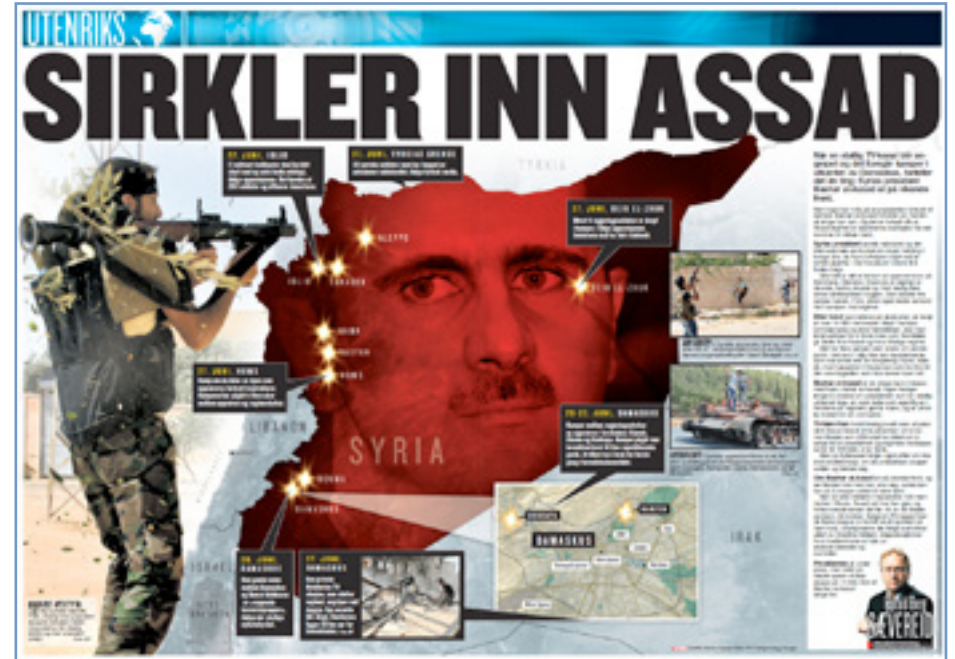
The newspaper is edited in compliance with Norwegian law and the principles established by the Norwegian Press Association. VG complies with the Code of Ethics, the Editorial Code, and its own regulations as laid down in its Guidelines for VG Editorial Staff.

VG was reported to the Press Complaints Commission on 20 occasions in 2012, but was found not to have violated the Code of Ethics in any of the cases. We were criticized in one of the cases. VG entered into a negotiated settlement, but was otherwise not involved in any court proceedings.

The key to such a good result is having a conscious attitude to ethical aspects and source criticism, from the journalists in the field through to the department managers and news desks and up to editorial level. We cultivate a system whereby each employee is responsible for ensuring that whatever he/she delivers is legally and ethically sound. This has meant that more articles and features have been subject to a better level of quality control than



NEWS DESIGN: In memorial of «Kjakan», Norway's war hero and news pages about the war in Syria.



previously by the time they reach the stage of final checking and publication. We are happy to say that ethical awareness is deeply entrenched among many of VG's employees.

Daily evaluations of both the departments and the administration ensure that ethical issues are focused on and discussed on an ongoing basis. Both the print newspaper

and our constantly expanding digital coverage is continually scrutinized and discussed – and criticized when called for.



DEEP IN BLUE: A portrait of Norwegian standup comedian and talk show hostess, Anne Kat. Hærland. Photo: SARA JØHANNESSEN

PRODUCT

VG LIVE

We developed a new live tool that has since been frequently used for high-profile court cases, the US presidential campaign, Champions League matches and, most recently, the hostage drama in Algeria. Keep up with everything that's going on via one screen: live news coverage, live TV broadcasts, Twitter, and readers' comments. Through close and creative collaboration with our editorial staff, VG's development unit has created a reader magnet.

JULESENTRALEN (CHRISTMAS HOTLINE)

Eighty-eight-year-old Reidun placed an advertisement offering to "pay handsomely" someone who was willing to welcome her into their home for Christmas. The story gripped the entire nation and put the spotlight on the issue of loneliness. A VG team followed the story up by setting up VG's Julesentral (Christmas Hotline) on VG Nett, in close cooperation with the Norwegian

Red Cross. We created a journalistic tool that could make life a lot easier for many of our readers and at the same time produced unique editorial material. Julesentralen raised an important social problem in a totally new way. It helped individuals and, according to the Red Cross, it did more towards breaking taboos about young people and loneliness than they had managed to accomplish in ten years.

NEW VG HELG AND NEW SPORT

VG invested considerable resources in developing and launching a brand new, glossy weekend magazine supplement. The new VG Helg took both readers and advertisers by storm. Fantastic teamwork and loads of enthusiasm lie behind the operation that transformed the magazine from an average product into a delightful reading experience at the very forefront of Norwegian newspaper supplements. "So many ideas were brainstormed and so many of our staff gave their all that it would be unfair to single anyone out," the editor told the jury. VG's sports supplement also underwent a complete 'makeover', which was well received by readers and competitors alike.

SPECIAL-EDITION MAGAZINES FOR IPAD

Throughout the whole of 2012, VG Mobil produced a series of special-edition magazines for iPad: VG REISE (Travel), VG Påske (Easter), VG BIL (Auto), VG SOMMERMAT (Summer Food), VG HØSTMAT (Autumn Food), VG INTERIØR (Interior Design), and VG JUL (Christmas). Through the use of packaging and refined recycling of editorial content, new digital revenue flows were created.

DYREBAR (ANIMAL-LOVERS WEBSITE)

VG's new service DYREBAR is an example of modern journalism in a nutshell. The service serves as a social medium for animal-lovers as well as a news website for up-to-date and high-quality news stories about pets. Journalists, designers and developers have collaborated on creating a forum that enables people and animals to get to know each other and where animal-lovers can follow each other's updates. The service also provides advice and answers from a panel of recognized experts.



AWARDS

Press awards (MBL): www.vg.no: National News Website of the Year, News Story of the Year for Web TV/Local TV. One bronze and two honorable mentions for newspaperpages

Picture of the Year: Two first prizes. Eight of 36 prizes went to VG.

Schibsted Journalism Awards: Two out of three awards (Best Scoop & Best Innovative Story)

Association of Norwegian Editors Oslo Branch: Commentator of the Year - Hanne

Skartveit, Political Editor

Gullpennen Award (Riksmåal Society): Hanne Skartveit, Political Editor

Perspektiv Award (Norwegian Refugee Council): Espen Rasmussen, Photographer
Malofiej (International infographics competition): Bronze prize in Breaking News category.

Society for News Design Scandinavia (SNDS): Gold prize to VG Nett's coverage of the 22 July terrorist attack. VG Nett was also awarded two bronze prizes, and the print newspaper won an honorable mention.
European Newspaper Award: Two design awards for sports pages.



NEW PRODUCTS:
The Pet Club Dyrebar (above), iPad Special Auto Magazine (left) and VG HELG Magazine (right). The print cover of VG HELG was a foldout featuring norwegian author Ari Behn.

VG

LØRDAG 8. NOVEMBER 2011

HELG

NORGES MEST LESTE AVISMAGASIN



*Synet av
en naken
kvinnekropp
går aldri ut
på dato.*

TE. SONGS MED KAJA NORUM
SIDE 17-19

*Ari Behns
hemmelige
lidenskap*

AS GOOD JOURNALISM MOVES FORWARD

” Breaking news reported, analyzed and debated in real time

Torry Pedersen, publisher

When Napoleon was arrested in 1815, it took almost two months before the news reached the USA. Today, breaking news on important events are reported, analyzed and debated in real time. Technology carries news in increasingly faster – and better – ways.

During the past year readers and advertisers have made the transition from print to digital media at an increasingly faster rate. This situation is currently creating revenue problems for the media industry. But at the same time, the quality of journalism is improving, and reaching more users than ever before. As my colleague Espen Egil Hansen put it: “It’s becoming increasingly difficult to remain pessimistic.”

I have worked in the media industry for 32 years. During this time, Norway has witnessed three extraordinary trials. The media coverage of these three court cases



FEEDBACK: VG publisher Torry Pedersen conducting the daily evaluation of all VG platforms. All VG employees are invited to the meeting.

illustrates not only the enduring essence of journalism, but how technology has enhanced the speed at which news is reported, and how good journalism has acquired more forms of expression and has moved from monolog to dialog.

When Arne Treholt, a department head in the Ministry of Foreign Affairs, appeared in court in 1985 to face trial for espionage

on behalf of the Soviet Union and Iraq, VG reported detailed, minute-by-minute accounts of the court proceedings. This analog version of verbatim reporting, which today goes on over the internet, proved a resounding success. This journalistic device gave readers a sense of immediacy which no other medium could provide. Then, as now, court reporting was the key component in press coverage.

On 22 May 1999, Kristian Magnus and Marie Orderud and their daughter Anne Orderud Paust were shot and murdered. Four persons were convicted of aiding and abetting the triple murder: Per Orderud (son of Kristian and Marie, and Anne’s brother), Veronica Orderud (Per’s wife), Kristin Kirkemo (Veronica’s sister) and Lars Grønnerød (Kristin’s former boyfriend). It was never determined who actually carried

VG DIREKTE › Rettssak dag 43 BLIK FØLGER DU RETTSSAKEN DELING Logg inn SPED

ORD FOR ORD

VG: Retten er hevet. Dom faller 24. august. 10 måneder siden

Dommer Wenche Elizabeth Arntzen: Da var du ferdig med dine bemerkninger, Breivik.

Da er forhandlingene avsluttet og saken vil bli tatt opp til dom 24. august. Da er retten hevet. 10 måneder siden

Anders Behring Breivik: Det hele har blitt trigget av effekten av handlingene til de som bevisst og ubevisst ødelegger landet vårt. Ansvarlige nordmenn som føler en plikt, kommer ikke til å sitte og se på at vi blir gjort til minoriteter i eget land. Vi kommer til å kjempe.

Angrepene 22. juli var preventive angrep, til forsvar for min etniske gruppe og jeg kan derfor ikke anerkjenne straffeskyld. Jeg handlet på vegne av mitt folk, min religion og mitt land. Jeg krever derfor at jeg blir frifunnet. 10 måneder siden

Anders Behring Breivik: Denne rettsaken bør handle om å finne sannheten. Og dokumentasjonen i mine påstander, er de sannferdige?

Hvis de er sanne, hvordan kan det jeg har gjort være ulovlig? Norske akademikere og journaliser jobber sammen og benytter seg av (...) metoder for å dekonstruere norsk identitet, kristendom, og den norske nasjonalstat.

Hvordan kan det være ulovlig å drive væpnet motstand mot dette?

Aktoratet lurte på hvem som hadde gitt meg mandat til å gjøre det jeg gjorde. Var det KT-nettverket?

DIREKTE: 22/7-rettsaken - dag 43 fra kl. 08.30

SPØRSMÅL OG SVAR

Marita 94: Hei Ofrene på Utøya sliter jo med traumer og sett alt (lidelser og død), hvorfor påvirker ikke dette gjerningsmannen? 10 måneder siden

Svar: Han sier selv at det påvirker ham, men at han bruker meditasjon for å holde seg følelsesløs. Som han selv sa på slutten av dagen i dag: Breivik mener at handlingene var barbariske men nødvendige. Av: **VG** Dennis Rævndal

Agata Odejewska: What happens to the transmission? Is it caused by a large number of visitors?

TWITTER

Tweet #vgdirekte

@InaWigelus Når rampelyset slukkes og cellerene på lla stenges igjen. #denfeleisen #ABB #22juli 10 måneder siden

@StineRenate Ti lange uker er endelig over. Tusen takk til Oslo Tingrett og alle aktørene for en verdig rettsak. Rettsstaten lenge leve! 10 måneder siden

FRA VG I TINGHUSET

Via: [Alle](#) [Ord for ord](#) [Artikler](#) [Bilder](#) [Fra VG i tinghuset](#) [Video](#)

[Spørsmål](#) [Twitter](#)

Takk for oss
Av: **VG** Eva-Therese Grøttum
Etter ti lange uker er rettsaken nå over. Vi takker alle leserne og seerne våre som har fulgt saken i VG Direkte! 10 måneder siden

Vil unngå erstatning i retten
Av: **VG** Eva-Therese Grøttum
- Arbeidet med erstatningssaken er ikke avsluttet. Hvordan blir deres arbeid fremover?
- Vi har vært oppnevnt av Oslo tingrett, jeg vet ikke hvor lenge den løper, men vi skal følge opp nå frem til dommen og så er vår jobb som koordinerende over. Så går vi tilbake i rollene som bistandsadvokater for våre etterlatte og fornærmede i arbeidet med erstatning. Så er det også pilotgruppen som har jobbet med dette, sier **VG**

VG DIRECT: A new dashboard for online news publishing, integrating live web TV, live text feed, social media and Q and A with reporters.

out the murders, and no-one was therefore sentenced for the murders themselves.

The case aroused unprecedented public interest, and when it came to trial in the spring of 2001, VG Nett reported the court proceedings live. Our live reporting team comprised four or five stenographers/secretaries hired in from Manpower and a team of moderators. "In fact, in 2001

we were far ahead of our time. We were already using custom-designed tools back then. Since then, a more personalized tone has been developed in our live coverage, in addition to extensive use of social media combined with reader dialog," says Christian Brændshøi, an editor who has lived his entire journalistic career 'online'.

During the trial of the terrorist Anders

Behring Breivik, court coverage was taken to a whole new level. Pictures, TV, verbatim transcripts, dialog with the readers and the editorial desks working on the case in social media could be followed in an on-screen window, VG Direkte. Whereas publication of the court reports in 2001 was the reserve of the next day's newspapers, now they were delivered on the same day, and all of it was commented on and analyzed during

150 hours of live TV broadcasting.

The essence of the journalism practiced in these major trials remains unchanged, but the tempo of the reporting, the versatility in presentation, and the possibilities to conduct dialog with – and not just talk to – our readers is better now than ever before. Even if circulation figures are falling, the world still moves forward.



E24



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Per M. Valebrokk
Oslo, Norway
We cover the news 17 hours per weekday and 12 hours at week ends. We publish between 45 and 55 stories daily. 14 journalists and sub-editors, all based in Oslo.

Editorial staff



USERS

E24 is Norway's biggest financial news site with an average reach of 157,000 unique visitors per day, up 21 percent from 2011. Among the 20 biggest websites participating in the Norwegian Internet Panel – conducted by TNS Gallup – only one website (klikk.no) recorded a higher growth rate.

In addition the mobile version reached an average of 62,000 unique visitors per day, up 108 percent from 2011.



GENDER AND AGE DEMOGRAPHIC

E24 remains more popular among men than women. According to the Norwegian Internet Panel, E24 reaches three times as many men as women. The daily reach among men was on average 122,000, while the daily reach among women was only 41,000. On top of this, female readers only spent half the time on E24 compared to our male readers.

E24 has the same reach among younger and the older audiences, but the older audience (60+ years) spends 50 percent more time on E24 than other readers.

FOCUS ON EUROPE: The European debt crises continued throughout 2012 and kept the journalist in E24 busy. E24's editorial staff consists of 14 journalists and sub-editors. Photo: OLE MARTIN SKAUG



STOXX EUROPE
LIVE 284.21
ABB Ltd. 20.97
U.S. SUWAIDI SAYS MORTG...

SOURCES

E24's sources consist of a wide range of people and written sources. We speak daily to leaders, experts and investors. We talk to union representatives, financial analysts and bureaucrats. A challenge we've seen in recent years is that it has become harder to approach the sources closest to the story. Often we're met by professional spokespersons or PR agents.

E24 gathers information from anonymous sources. We handle criticism from anonymous sources with extreme caution, and we rarely publish stories based exclusively on criticism from an anonymous source.

E24 does not compensate its sources.

Our written sources consists of statistical reports, stock exchange notices, press releases, annual and quarterly reports, shareholders lists and news wires. We also follow the financial markets using special terminals.

METHODS

E24 complies with the Ethical Code of Practice for the Norwegian Press. One complaint was lodged with the Press Complaints Commission. There have been no legal matters.

PRODUCT

At the end of August, E24 launched E24 Bedrift, an online business catalog providing

The screenshot shows the E24 AS website interface. At the top, it says 'E24 BEDRIFT' with the tagline 'i samarbeid med ePROFF'. The date is 'ONSDAG 10. APRIL 2013'. Below the header, there are tabs for 'Bedriftsøk' and 'Rollesøk'. A search bar contains the text 'Søk på bedrift, bransje, adresse eller org.nr.' with a 'Søk' button and social media icons for Facebook, Twitter, Google+, and LinkedIn.

The main content area is for 'E24 AS' with 'Org.nr. 989517627'. It features two line charts: 'Driftsinntekter' (Operating Income) and 'Resultat før skatt' (Pre-tax Result). The 'Driftsinntekter' chart shows values from 2007 to 2011, with a peak in 2011. The 'Resultat før skatt' chart shows values from 2007 to 2011, with a significant dip in 2009.

Below the charts is a table of key financial ratios:

Ansatte	Egenkapital	Likviditet	Driftsmargin	Gjeldsgrad	Lønnsomhet
38	66.1% ↗	2.7% ↗	6.1% ↗	.5% ↘	11.9% ↗

There are also sections for 'Lederlønn' (Executive Compensation) and 'Regnskapstall' (Financial Statements), both showing data from 2007 to 2011. The 'Lederlønn' table shows values in thousands of NOK. The 'Regnskapstall' table shows various financial metrics.

On the right side, there is a 'Kontaktinformasjon' (Contact Information) section with details like 'Telefon: 22 86 30 00', 'Besøksadresse: Biskop Gunnerus' gate 14A 0185 Oslo', and 'Hjemmeside: http://www.e24.no'. Below that is 'Om selskapet' (About the Company) with details like 'Bedriftsform: Aksjeselskap', 'Stiftet: 2006', and 'Bransje: Utgivelse av aviser'. There are also 'Verktøy' (Tools) like 'Send bedriftsprofil' and 'Skriv ut bedriftsprofil', and a 'Kart' (Map) showing the location.

key information on about one million Norwegian companies.

The service (see screenshot above) includes financial reports for the past five years and information about management,

largest shareholders and the board of the directors. E24 Bedrift plays a key role in E24's new focus on small and medium-sized enterprises.

In December E24 launched its first tablet

version. The changes from the original web version are minor, but important. The first tablet version of E24 devotes more space to editorial content after the ad format known as Skyscraper was abandoned.

MOBILE IN THE FAST LANE



Looking back at 2012, we conclude that E24 considerably increased its editorial footprint in the news market. In what we believed to be a mature market – online use from desktops – E24 managed to attract thousands of new daily readers. Among the established online news services in Norway, our website ranks second in terms of growth. The mobile version of E24 is one of the fastest-growing news services in the country.

The increase in readership came without any increase in staff or other editorial resources. As with any other newspaper, E24's resources are limited, and we can't win all the battles. But during the past year we have proven several times that we're able to take the victory home in the battles we believe to be the most important ones. One recent example is from 19 November, when the Scandinavian airliner SAS was on the verge of bankruptcy. The coverage of the SAS crisis was a good opportunity for E24 to showcase our site to a broader audience than we enjoy on a daily basis. SAS is a company that is both loved and hated by the Norwegian public. It is one of the country's strongest brands, and the company is a part of the history of modern Norway. In other words, this is a company people want to read about.

Throughout ten days in November, E24 had comprehensive coverage of the crisis. After weeks of unrest in the company, tough negotiations between the SAS management and the unions went on into the night. E24 had a strong focus on this story. Our journalists worked throughout the night both in Oslo and outside the SAS

offices in Copenhagen. During our coverage – and afterwards – we received a large number of tips from people employed in the airline industry. Our coverage led to three new web traffic records, and an all-time high level of citations in other media.

E24's goal is to be first and best with breaking stories, but at the same time we're investing more and more time in stories and projects that will allow us to set the agenda ourselves. One example is our project about High-Frequency Trading (HFT) published in February.

Through analyzing more than 40 million orders at the stock exchange in Oslo, E24 exposed the enormous activity of HFT. For a long time, stockbrokers and traders had been critical to HFT, but the scope of

the HFT trading was unknown before we published our findings.

While 2011 was an exceptional news year for the financial press, 2012 was not that bad either. The European debt crises continued with violent protests in Athens, mass demonstrations in Madrid and all-night crisis meetings in Brussels. Back home in Norway, the real estate market continued to cause concern and debate. Some of our biggest companies have gone through deep crises, while others are making more money than ever before. Summing up, 2012 was a busy year for our journalists: and that's exactly how we like it.

” We are one of the fastest growing news services in the country

Per Valebrokk, Publisher





DINE PENGER



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Tom Staavi
Oslo, Norway
Magazine: 11 issues per year (+ 4 special issues)
Online: Approx. 4 articles per day
Magazine: Readership: 251 000 per issue 1)
16,6
NOK 15 000 000

Total reach (daily)

Editorial staff
Editorial budget 2012

1) New method for measuring readership as of 2012, not comparable to 2011.



USERS

Circulation (print)
Users per day online and mobile

37 870 per issue (12% down)
Online: 65 856 UV/day (14% up)
Mobile: 23 382 UV/day (123% up)



GENDER AND AGE DEMOGRAPHIC

Gender:

Men 65%, Women 35%

Age:

15 – 24: 7% of total readership
25 – 39: 22 of total readership
40 – 59: 40 of total readership
60 +: 31 of total readership

A WINNER IN THE STUDIO: Since 2008 Dine Penger magazine has supported the legal battle of small money saver Ivar Petter Røeggen against Norway's leading bank DnB. Finally he won in Norway's high court in march 2013. Here from an NRK studio debate on the day of victory. Photo: FRODE HANSEN, VG



SOURCES

Articles in Dine Penger derive mainly from two sources: the editorial staff's own ideas and research and reader tip-offs. This means extensive contact with politicians, and experts at universities, banks, financial institutions and insurance companies as well as public institutions such as Norges Bank, Statistics Norway and the Norwegian Consumer Council.

Reader involvement has dramatically increased in 2012 as social networks like Facebook and Twitter have become important sources of feedback and tip-offs.

We exercise extreme caution in using anonymous sources, and never write articles that are based solely on such information. We never compensate sources.

METHODS

Editorial quality: Our journalists hold qualifications in economics, finance and law so as to provide readers with the best possible advice on financial decisions. Our editorial content must therefore make complicated issues understandable to the readers, be up to date, and hold a high quality.

Sources: Dine Penger always reviews information provided by sources. Parties accused of wrongdoings must be given the opportunity to comment.

Legal matters: Dine Penger abides by the Ethical Code of Practice issued by the Norwegian Press Association. None of our editorial content has been considered by courts or the Press Complaints Commission during 2012.



DINE PENGER BRUKE

SESEL OLSVIK VAMMERVOLD
Bankene stritter imot kommende regelverk

Bruke Spare Jobb og pensjon Regler Ditt firma Kalkulatorer Kommentarer Penger.no Skoler A til Å Søk i Dine Penger SØK

Student Tester Bolig Hytte Bil Reise Forbruker Boligkjaperskolen Teknologi Strøm

• annonse
Bestill vår bestselger Alltid med Wi-Fi router

DINE PENGER Nyeste artikler

- One Call-reklame er ulovlig
- DP • 190 000 eier et skapindeksfond
- Bud med forbehold om finansiering ble kluss
- Her er de billigste nettbrettene
- Så mye steg leieprisene i 2012
- Snart kan du signere lån via PC-en
- Har sett andres skattekort informasjon
- Syv dumme ting sjefer sier til sine ansatte
- Barneforsikring sikrer mot mer enn ulykker
- Daniel fikk hjelp fra barneforsikringen

Vis siste 100 saker

• annonse
Dagens deals fra Letsdeal.no ENDRER BY

1 av 25

Velkommen til våre «nye» nettsider

Nytt utseende: Dine Penger lanserer i dag nye nettsider. Det er nytt utseende, og sidene passer godt på tablets, smarttelefoner og PC. Her sjefredaktør Tom Staavi (tv) og nettansvarlig Carsten Henrik Pihl (th) med det nye produktet. FOTO: SJUR JANSEN / Dine Penger

Dine Pengers nettsted bytter i dag utseende. I tillegg til å gi gode saker i løpnet nett, får du nå også mulighet til å kjøpe

Prolash øyevippeserum og mascara

-84% Let's Deal!

PAID CONTENT: In 2012 Dine Penger relaunched its website, introducing a paywall.

PRODUCT

Through the paywall: The most important and exciting product developments in 2012 were without doubt the relaunch of

our website and the introduction of paid content. The new site was launched on 22 May 2012, and we consider it to be a big success. The main goal was, and is, to persuade readers to subscribe to the digital or printed editions of Dine Penger. As of 31 December, the site has provided

1,158 subscribers, 804 of which are exclusively digital. In addition, 2,136 existing print subscribers have added the digital version to their subscription. All this was accomplished without the use of targeted marketing campaigns.

PERSONAL FINANCE GOING ONLINE



Last year Dine Penger had to find a new answer to the question: How will we finance our journalism? 2012 was a challenging year for the company. The top line was hit hard. The sales figures for the print edition continued to decline, single-copy sales in particular. In the first half-year we developed, designed and produced a new digital site and focused on a new digital business model.

We had to take radical steps to improve profitability by producing the print product smarter and more efficiently, cutting costs, reassessing our priorities, and focusing on digital publishing.

In May we launched our new website and business model, which also includes an important revenue source, namely paid digital content (DP +). Since the launch we have reached new groups of readers, and sales of digital subscriptions exceeded expectations. Growth in the number of digital readers on all platforms has been tremendous. Not only are there many more of them; they also spend a lot more time on our journalistic content.

Despite the major business challenges and the insecurities in an organization undergoing reorganization, we delivered both more and better journalism. That fact that we are discussed and shared much more frequently in social media is evidence of this.

Now what? My assessment is that in 2012 we have built a solid foundation on which to fund our journalism in the future. Digital revenues have increased rapidly in the second half of the year. In other words, we



HOW TO INCREASE YOUR PENSION: The article revealed how easy and necessary it is to take higher risk with your pension.

can now focus more on developing content rather than on business models.

Dine Penger is an important voice in Norwegian society. No other publication covers personal finance in such depth. No other media house possesses expertise related to these issues on their editorial staff. We already have good proof of that in 2013. Despite Norway's sound economy, it has to reform its pension system. An important contribution to this reform was the report provided by a government-appointed commission at the beginning



FIGHTING THE GIANTS: The customer took on a big insurance company – and won, helping former workmates in the process.

of the year. Both readers and other media turned to our editorial staff for help in understanding the reform proposals.

Norway is one of the richest countries in the world. Compared to all other countries that are experiencing or have experienced strong growth, Norway's wealth is fairly evenly distributed. The internet has also made most markets more transparent, and requires even greater creativity of the finance industry. Journalism that focuses on personal finance has a bright future, and Dine Penger is an important contributor.

“ Both readers and media turn to us to understand the pension system

Tom Staavi,
Publisher

SCHIBSTED FORLAG'S MAGAZINES



KEY-INFO



Maison Interior

Circulation **20 922**
Readership **65 641**



Maison Mat & Vin

Circulation **15 822**
Readership **73 000**



Design Interior

Circulation **7 658**
Readership **39 154**

INTERIOR DESIGN, FOOD & WINE

The magazines have their own websites under Schibsted Forlag's main website. The websites are primarily a means of promoting new issues when they go on sale, as well as a place where agencies and advertisers can find information, publishing and production schedules, contacts etc.

The magazines are issued in Oslo and distributed to between 2300 and 3400 newsstands throughout Norway by Bladcentralen, a distribution company jointly owned by the main magazine publishers in Norway. Approximately 70 percent of the circulation is newsstand sales.



Editor-in-Chief for Maison Mat & Vin is Cecilie Louise Berg (left). Anne Lise Gjetvik is Editor-in-Chief for both Maison Interior and Design Interior as well as publisher for all the magazines/activity booklets and cartoons published by Schibsted Forlag.

Total number of pages for the magazines was 3180.

Maison Interior: 7 editions per year, 1548 pages, 62.5% editorial content.

Maison Mat & Vin: 6 editions per year, 840 pages, 71% editorial.

Design Interior: 6 editions per year, 792 pages, 73% editorial.

At the beginning of the year the total number of employees was 13, but was reduced to 9 by yearend. The magazines



Anne Lise Gjetvik, Publisher

buy all their photographic services from freelancers, both Norwegian and international. The articles are written partly by the staff, partly by freelancers, mainly from Norway.

Basic goals for the title and the year 2012:

The main focus for all the magazines has been the highest possible efficiency in order to increase ROI. The editorial staff was downsized by 30 percent and the number of issues published was increased.

Increased circulation and readership were important and challenging goals for all the titles. The whole market saw a decline in newsstand sales in 2012. This also affected Maison Interior and Mat & Vin, which both

suffered decreases in circulation. Design Interior, on the other hand, showed a slight increase. Due to a new system of counting readership, we do not have comparable figures from last year.

Specific goals for each title:

Maison Interior:

Extend the brand by publishing a compilation of beautiful books, this year Christmas Interiors (we have previously published two successful volumes in this series).

Maison Mat & Vin:

Keep the competition at bay through continued focus on cultivating and

“ *The highest possible efficiency is our main focus* ”

developing high-quality editorial content at the right level of complexity in accordance with the magazine's core readers, as well as continue strengthening the magazine's standing as a high-end yet accessible and enjoyable publication.

Design Interior:

The main focus in 2012 has been to carve out a new niche in order to distance itself from the fierce competition in the main field of home decorating magazines, and to establish it as the preferred choice of professional readers (architects, designers, etc.). This has been positively received by advertisers, resulted in some record sales at the newsstands, and turned the negative trend around.

In addition to the running titles, we have also published five one-shot publications under the supervision of editor Kristin Ma Berg, totaling 500 pages.

All the magazines are edited in compliance with the ethical guidelines of the Association of Norwegian Editors (Editor's Code).

There is a strict division between editorial and advertising content. There have been no complaints or legal matters regarding our publishing work.



AFTONBLADET



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Readership

Editorial staff

Editorial budget 2012

Jan Helin
Stockholm, Sweden
Daily - print, online, mobile,
iPad, web TV, supplements
2.5 million total daily reach,
(print + www, mobile not included)
268 journalists based in Stockholm.
Stringers in New York and Los Angeles.
SEK 154 000 000



USERS

ONLINE
1.77 million unique visits,
total daily reach (-3%),
5.41 million weekly (-1%)

MOBILE
0.81 million unique devices,
total daily reach (+103%),
1.97 million weekly (+88%)

PRINT CIRCULATION
FULLY PAID: 211 400
DISCOUNTED: 5 900
FREE: 18 700
TOTAL PRINT CIRCULATION: 236 000

DIGITAL CIRCULATION
FULL PAID: 139 400
DISCOUNTED: 8 200
FREE: 4 300
TOTAL DIGITAL CIRCULATION: 151 900



GENDER AND AGE DEMOGRAPHIC

www.aftonbladet.se (week)		Print weekday (average copy)		Mobile (average week)	
Men	54%	Men	51%	Men	55%
Women	46%	Women	49%	Women	45%
16-24 yrs	17%	16-24 yrs	15%	16-24 yrs	20%
25-39 yrs	30%	25-39 yrs	19%	25-39 yrs	42%
40-54 yrs	29%	40-54 yrs	27%	40-54 yrs	27%
55 +	25%	55 +	40%	55 +	10%

THE WAR IN SYRIA: Kids are playing among tanks after the battle of Marea, near the border to Turkey. Photo: JERKER IVARSSON



LEGAL MATTERS & ETHICS

Supreme Court, B-3559-11, concerning gaming/betting advertisement. Complaint dismissed.

Attunda District Court, B-1948/12.

A verdict of not guilty for a man who threatened an Aftonbladet employee. The verdict was contested at the Svea Court of Appeals. Proceedings expected in spring 2013.

Complaints to Swedish Press Council: 14

Corrections by Swedish Press Council: 4

Discussions of ethics are ongoing at

Aftonbladet. The evening paper's particular form of expression and engaging journalistic style make it a necessity to keep ethics in mind on a daily basis.

Staff are continuously trained at ethics seminars. Talks with the publisher about material that might be ethically sensitive take place on a daily basis.



AFTONBLADET
PUBLISHED: Special supplement one year after the massacre at Utøya, Norway.

AWARDS

Grand Journalism Prize – Storyteller of the Year: Carina Bergfeldt.

Schibsted Journalism Awards – Best Storytelling: Erik Niva and Magnus Wennman, "Fotboll efter döden".

Digital Newspaper of the Year.

Guldmobilen, Best News Source of the Year.

Sports Journalist of the Year: Erik Niva.

Swedish Cancer and Traffic Injury Society Fund, Journalism Award: Mary Mårtensson

Guldskölden: Columnist of the Year: Erik Niva; Sports Journalist of the Year: Erik Niva; Sports Blog of the Year: Simon Bank and Erik Niva; Sports Tweeter of the Year: Johanna Frändén.

PRODUCT

Redesigned the printed newspaper to modernize layout and improve news flow.

Redesigned the website to draw more visitors, be more user-friendly and to achieve a cleaner look.

Optimized and developed Aftonbladet's digital subscription service Plus, which currently has about 160,000 subscribers.

Tipsa! – A portal for tips that provides the possibility of interacting with readers.

Hannah & Amanda – a holistic approach targeting young females using web TV,

blogs and a magazine for urban living. **Paolo's Food**, a new magazine for food-lovers. A couple of new web TV formats, e.g. The Ball Club, a TV series for football enthusiasts.

Focus on developing live TV.

New versions of the newspaper for the iPad. Cooperation with WiMP to develop music journalism, similar to cooperation with Bokon on consumer journalism about books.

Development of CRM system.

Development of a new mobile site.

Development of photo journalism, both for live reporting and video.

SOURCES

A media house like Aftonbladet has a broad span of sources: everything from press releases, information from authorities and news from other media channels, to information on the internet, through social media and reader tip-offs, etc.

The unique Swedish Protection of Sources law, embedded in the Swedish Freedom of the Press Act, allows sources to pass

information to the media without the risk of being exposed to the authorities. This is an important principle that should be protected because it provides the public with an insight into anomalies that would otherwise not be exposed.

Aftonbladet does, in certain circumstances, pay a fee for the tip-offs that lead to serious journalism. This is in line with the recommendations of the Swedish Media Publishers' Association (Tidningsutgivarna) (see their debate article in Dagens Nyheter dated December 17, 2011).



DIGITAL NEWSPAPER OF THE YEAR: Publisher Jan Helin and the key staff members celebrating the prestigious award in Stockholm.

A NEW DEAL WITH OUR READERS

” 400 000 readers followed the real-time reporting each day

JAN HELIN, Publisher



There's no need for yet another article about paywalls and mobile development in 2012. Aftonbladet's position and often-stated online strategy speak for themselves.

Instead, I want to focus on an equally important part of the news industry: how the journalistic narrative develops. There are a number of theories about this, most of them pretty wacky. So I would like to start with a real-life example. The work of our reporters Linda Hjertén and Carina Bergfeldt on the Breivik trial in Norway last spring and summer is very interesting for those who wonder how stories develop when digitization interrupts the traditional journalistic flow.

Let's begin with something reassuring: the stories of the future will still have a beginning, a middle and an end. Linda and Carina's story spanned the ten weeks of the Breivik trial. The beginning followed the usual formula with details concerning arrangements for the trial, analyses highlighting the key issues and so on. But in the middle of a story concerning the rule of law and Norway's judgment of Breivik, something interesting occurred. Instead of cutting it up and delivering it as a series of lame news articles, our reporters made a deal with our readers. The deal was they would be with them in real time throughout the trial. The readers could ask questions which the reporters could discuss at the same time as they filed their reports.

With a precise style based on brief and concise reports that built up a dramatic picture of the trial that took the reader's breath away, the middle of the story took shape, with an impressive balance between presence and detail, all in real time, and in a form that included readers' engagement in dialog.

I'll admit that I was initially skeptical about how many people would really want to follow a news event in this way, but when we saw the readership figures we were amazed. Over 400,000 readers on average followed Linda and Carina's real-time reporting every day.

Obviously 400,000 Swedes did not sit around the whole day to follow everything. Readers dipped in and out of the flow instead of continually reading the rolling news. Many saw this as faster and more engaging, scrolling through the reports if they had been away for a few hours and then latching on to the story in real time again.

Over the weeks Carina and Linda built up a relationship with an ever-growing audience. They began to call themselves and their community the "dysfunctional cyber family" and developed a tone and built a world with built-in safety valves to cope with all the terrible things surrounding the case and reactions to it.

So the story grew, full of empathy for the horrors it depicted, carried by a conviction

that it must be portrayed as accurately as possible so that we could understand the incomprehensible. That's how journalism can contribute towards never letting this happen again.

In the end, we wrote hardly any traditional news articles from the Breivik trial at all. Instead, real-time reporting was supplemented by our news columnists, who wrote a daily analysis that put the day's main question from the trial in context. That was the way the middle of this story looked.

The end of the story was to award Carina Bergfeldt the Storyteller of the Year Award, the most prestigious publishing award in Sweden, for a classic piece of reporting that summarized and described the whole story and wove it into a perspective.

Carina herself says that she could not have written it if she had not reported directly from the trial the way she did. She says something important that an entire industry needs to hear in times like these: a story that is well told is the strongest. Always. And no, it won't be replaced by people who twitter or blog in their free time. But it will open new paths and happily twitter about itself.

STORYTELLER OF THE YEAR: Reporter Carina Bergfeldt of Aftonbladet won the Grand Journalism Award in Sweden 2012.





SVENSKA DAGBLADET



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Total reach (daily)

Editorial staff
Editorial budget 2012

Lena K Samuelsson
Stockholm, Sweden
Daily morning newspaper. 24-hour online and digital editions
915 000 (print reach and unique browsers)
80
SEK 218 000 000



USERS

CIRCULATION (print) **174 400**
USERS PER DAY (online and mobile) **480 000**



GENDER AND AGE DEMOGRAPHIC

50% male, 50% female

Age groups:
16 - 24 **15.5 %**
25 - 34 **16.1 %**
35 - 44 **17.3 %**
45 - 54 **17.0 %**
55 - 64 **15.9 %**
65 - 80 **18.2 %**

ROYAL HAPPINESS: Crown Princess Victoria and Prince Daniel comes to the baptism ceremony with their new born Princess Estelle Silvia Ewa Mary.



SOURCES

Focus on crowdsourcing

The editorial vision of Svenska Dagbladet is to create innovative journalism in conjunction with our readers. Our readers are therefore one of our most important sources. The innovative Interest Map (Räntekartan) is a prime example of how crowdsourcing combined with proper digital tools creates extra value for our customers. It is therefore natural for us to evolve that idea into new fields: the Interest Map was followed by the Waiting Map (a mobile tool where readers could report on public transport delays) and the Rent -Check (where readers can report how much rent they pay for their apartments).

How to deal with anonymous sources is a recurring issue at Svenska Dagbladet. On the one hand, it is of vital importance to keep these sources secret. This is one of the keystones of our credibility.

On the other hand, anonymous sources can present a challenge when their stories are hard to verify. Although it happens from time to time, Svenska Dagbladet rarely compensates outside sources, and then only after careful consideration.

BEST FINANCIAL JOURNALIST: Reporter Carolina Neurath of SvD Näringsliv.

METHODS

The importance of editorial quality control increases in line with the pace of change in the news industry. At Svenska Dagbladet our editorial products are reviewed daily, first by each department and then in an

AWARDS

Great Journalism Award (Stora journalistpriset)

2012: Inger Atterstam (Lukas Bonniers Stora Journalistpris)

2012: Jan Almgren, Peter Grensund, Ola Henriksson, Mark Malmström, Carolina Neurath, Olle Zachrisson (Innovator of the Year for the Interest Map)

Guldspaden (investigative journalism award)

2012: Ola Wong, Jan Almgren, Jonas Fröberg.

2012: Mikael Holmström.

The Swedish Broadcasting Corporation's award for innovative journalism: (Medieormen)

2012: Jan Almgren, Peter Grensund, Ola Henriksson, Mark Malmström, Carolina Neurath, Olle Zachrisson (Interest Map)

Society for Newspaper Design

2012: SND Best in Show: Svenska Dagbladet, for coverage of the terrorist attack at Utøya, Day 2.

2012: SND, Gold, Breaking News: Svenska Dagbladet for coverage of the terrorist attack at Utøya, Day 2.

open review held by the managing editor in which anyone can participate.

Svenska Dagbladet complies with the Swedish Code of Ethics for the Press, Radio and Television. During 2012 assessments showed that our coverage was good and within our ethical guidelines. No complaints were lodged with the Swedish Press Council.



PRODUCTS

The most important product development was the new financial and business site Nliv.se, launched in April. The traffic to this site increased dramatically during the year. In September 2012, Svenska Dagbladet launched a new project aimed

at redesigning the print product. The new version will be ready for launch during the spring of 2013.

Our successful home and lifestyle Saturday supplement, Magasinet, was redesigned and relaunched during 2012.

The mobile site was also developed during the autumn and relaunched early in 2013.



GREAT JOURNALISM
AWARD: Health journalist
Inger Atterstam (center)
celebrating with other
winners from Svenska
Dagbladet.

A YEAR OF INNOVATION AND TRANSFORMATION



IN CHARGE: Editor-in-Chief Lena K. Samuelson and managing editor of svd.se Fredric Karén.

During 2012, Svenska Dagbladet reaped the benefits of its journalistic soul: digital innovation and quality reporting sent the total readership figures to an all-time high .

We managed to gain a totally new position: Svenska Dagbladet is now Sweden's largest digital morning newspaper, passing the strongest print competitor Dagens Nyheter in terms of unique visitors on web and mobile. The pace of digital transformation of the news industry is increasing, and during 2012 Svenska Dagbladet moved with it.

With a total reach of well over 900,000 each day (unique browsers on devices and daily print readership), Svenska Dagbladet is now attracting more readers than ever before.

In 2012 we made a strategically important move, from our traditional position as number two in a declining print market to the position of number one in an increasing online market. The mobile platforms continues to grow at an astonishing rate, and early in 2013 Svenska Dagbladet had around 300,000 more users than Dagens Nyheter on mobile alone only one week after the mobile news site was launched.

This continuous transformation is the result of a number of important editorial achievements:

- **In April 2012** we launched our highly successful website Nliv.se, which contributed greatly to increasing traffic on the web. The business and finance site rapidly became the biggest of its kind, and by the end of the year it was closing in on the magical million mark – one million unique browsers per week.

• **This was achieved** thanks to concise live reporting and highly innovative crowdsourcing journalism. First and foremost among our innovations was the Interest Map (Räntekartan), a journalistic tool that enables our readers to compare interest rates on home loans on our website. The Interest Map quickly became hugely popular. This inevitably put pressure on the banks to lower their rates now that Swedish readers were able to see how much their neighbors actually paid for their mortgages. This new type of consumer journalism helped many people save a lot of money, and for the editorial staff the Interest Map became a source of pride as it was celebrated with numerous awards during 2012, the most prestigious of which being the award for Innovation of the Year at the annual Great Journalism Awards in Stockholm.

” Our focus is on innovating journalism in conjunction with our readers

Lena K. Samuelsson
Editor-in-Chief

• **In fact**, Svenska Dagbladet took home two of the four awards that night. Legendary medical reporter Inger Atterstam was hailed for her astonishing career with a personal Grand Journalism Award. In 1981, she was the first Swedish reporter to write about HIV and Aids. During 2012 she continued her quality reporting by contributing to the important series Panikens Pris (the Price of Panic) in which Svenska Dagbladet investigated the aftermath of the mass vaccination program against the swine flu epidemic in 2009, revealing both the poor impact of this expensive program and the heavy price that was paid for the panic: hundreds of cases of the life-crippling disease narcolepsy among youth following vaccination.

• **2012 was also the year** of transformation of a tougher kind, as the print edition continued to face increasing challenges. In the fall, Svenska Dagbladet launched a program to cut editorial costs by around SEK 30 million, and reduced its editorial staff by around 40 print journalists. These staff reductions will be achieved through severance pay packages, but they have been balanced by an increase in the number of online editorial staff. This program also includes a totally new editorial organization, a brand new newsroom and a fundamental editorial shift towards the digital channels, as well as a relaunch of Svenska Dagbladet in print in the spring of 2013 as part of the new SvD universe: a metered subscription model for both digital channels and print.



A TRAGIC PUZZLE: Pieces of wreckage from the Norwegian Air Force Hercules that crashed into Sweden's highest mountain Kebnekaise.



20 MINUTES



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Yvon Mézou
Paris, France
Print (Monday-Friday),
online, mobile, tablet
983 166 copies/day
12 900 000
115 journalists

Average circulation
Total reach
Editorial staff



USERS

PRINT

Readers per day **4 353 000**

WEBSITE – www.20minutes.fr

Page views (per month) **89 000 000**
Unique Visitors (per month) **5 577 000**

TABLET

Page views (per month) **15 000 000**
Unique Visitors (per month) **108 557**

MOBILE

Page views (per month) **93 000 000**
Unique visitors(per month) **2 136 049**



DISTRIBUTION: 40 cities covering 25.8 million people. In 13 cities 20 Minutes have an exclusive distribution.

20 Minutes is owned 50 per cent by Schibsted in a joint venture with French media company Sipa Ouest France.



¡IRREPETIBLE!

España gana la Eurocopa tras apabullar a Italia (4-0) 8a14



Hasta el 13/07/2014, final del Mundial de Brasil

Lunes 2 JULIO DE 2012. AÑO XIII. NÚMERO 2867

Los parquímetros, un 10% más caros y una hora más

De 9 de la mañana a 9 de la noche. El Ayuntamiento, que asegura que lo hace para bajar la contaminación, recaudará con la medida 5,4 millones más. 2

De Guindos admite que la economía va a peor 6



EL FUEGO DEVORA VALENCIA 4

Alerta policial por las reyertas en Madrid. Aumentan sobre todo en el centro. 3

Luz, gas y butano, más caros. Subieron ayer. Y el repago, ya en vigor. 6

El Reino Unido podría hacer un referéndum sobre si sigue en la UE. Lo estudia Cameron. 4

Rato sigue al frente de Caja Madrid pese a su renuncia en Bankia. 6

El tiempo en Madrid, hoy

MÁXIMA: 30 | MÍNIMA: 13
Atalaya de Henares 29/31, Aranjuez 28/34, Navalcarnero 28/36, Robledo de Chorrás 29/31, Guadalupeja 29/31.

Sorteos

ONCE (domingo 1) 66358 (serie 008)
El Gordo (domingo 1) 03-21-24-27-53 (clave 9)
ONCE (sábado 30) 39872 (serie 037)
Primitiva (sábado 30) 10-17-24-37-40-43 (C3 R1)

ONCE (cuponazo viernes 29)
1º premio: 65177 (serie 038), Resto premios: 06946 (063), 21696 (044), 22788 (057), 49382 (018), 65996 (112), 66217 (036), 70751 (060), 72438 (041), 80809 (051)

20 MINUTES



KEY-INFO

Editor-in-chief/publisher
Place of issue

Channels & frequency

Arsenio Escolar
Madrid, Spain
Regional print editions in 8 cities
Print: 20 minutos.
Print: Calle 20. Monthly.
Print: El Mensual. Monthly.
Online: 20minutos.es (Spain)
Online: 20minutos.com (USA)
Online: 20minutos.com.mx (México)
Online: Carrieserena.com
Online: Gonzoo.com (Jan 2013)

Total reach (daily)
Editorial staff

2.62 million
88



USERS

CIRCULATION (print) :

608 221 copies per day.
1 900 000 readers per day

USERS PER DAY
(online and mobile):

720 418 per day
13.12 million users online per month
2.04 million unique mobile per month



GENDER AND AGE DEMOGRAPHIC

Print
50% male, 50% female.

Online
56% male, 44% female

5.5% 14-19
8% 20-24
19.4% 25-34
22.4% 35-44
19.5% 45-54
13.1% 55-64
12.3% 65 +

2% under 14 years
20% 15-24 years
25% 25-34
22% 35-44
19% 45-54
12% 55 or older



*IN LINE: Distribution of 20 Minutos
in Moncloa Station, Madrid.*

SOURCES

Readers are an essential information source for 20 Minutos, but only as providers of news stories that are investigated by journalists in the newsroom. When these leads are followed up, the reader's contribution is recognized in a prominent place, both in print and online, with his/her name (if desired). As for official sources, 20 Minutos works with informants from all institutions (from ministries to local councils). Before publishing any information from a source that does not want to be revealed by name, we verify by using a second or third source. In any case, no financial compensation of any kind is given to sources.

PRODUCTS

New products 2012:

- El Mensual (April)
- Carrie & Serena (July)
- 20minutos.com and 20minutos.com.mx (December)
- gonzoo.com (January 2013)

AWARDS

- Read Award** to Virginia Pérez (02/12)
- NH9 Award** to 20minutos.es (10/12)
- AEEPP Award** for best new publication 2012 for El Mensual (10/12)
- Madrina Values Award** to 20 Minutos (11/12)
- Communicative Talent Award** by Universidad Complutense de Madrid to Arsenio Escolar (11/12)
- ONA Awards** 20minutos.es. Finalist in two different categories

METHODS

We comply by the industry standards that are endorsed by the Madrid Press Association and the Federation of Press Association of Spain (FAPE). In 2012, 20 Minutos signed an agreement with FAPE to adhere to its Code of Ethics and with the Committee on Arbitration, Grievances and Ethics, a self-regulating body.

These codes are based on principles with which all our journalists are familiar and which are monitored by our management: do not violate any laws to obtain information; check all sensitive or controversial information with all involved parties; protect the right to rectify information when a person or organization requests us to do so; non-invasion of people's privacy; protection of the identity of minors; protection of security forces (in photos, for instance), protection of victims of domestic violence, etc.

We have two cases currently in the courts:

- **An employment** lawsuit for a former freelance journalist who claims to have had an employment relationship with the company and for an unfair dismissal caused by the closure of the Alicante edition. The trial is scheduled for 25 May.
- **A civil lawsuit** regarding protection of the right to honor and image for information published about a minor but provided by a news agency. This case is pending trial, and no date has yet been set.

NEW MAGAZINE: El Mensual was launched in April 2012.



Nº 1. Mayo de 2012. Reportajes, entrevistas, estilo de vida, medio ambiente... Todos los meses, en **el mensual de**

LEONES DE PATA NEGRA

María y Paco León, actores en alza, hermanos y cómplices, hablan para *el mensual de 20 minutos* de la película que han rodado con su madre, de sus premios y de sus experiencias.

20 minutos

¿Hacia dónde va la lengua española? Una aproximación al futuro del tercer idioma más hablado del mundo



TRAINING: Staff of 20 Minutos in training for the merger of the newsroom. Supervised by deputy editor-in-chief Virginia Peréz.

IN STATE OF CRISIS

The Spanish economy, which has been in a state of crisis since 2008, worsened during 2012 and aggravated the decline in revenues for 20 Minutos Spain. Advertising sales (the company's only source of income) fell from EUR 22.2 million in 2011 to EUR 17.4 in 2012, forcing us to undertake aggressive cost-cutting measures mid-year. The company went from 190 employees as of 1 January 2012 to 158 at year-end. The editorial department was reduced from 101 to 88 employees. The number of 20 Minutos' print editions fell from 15 to eight, thus reducing the print run from a daily average of 704,802 copies in 2011 to 608,221 in 2012. The reduction in the print run resulted in a reduction in audiences for the daily print newspaper, going from a daily average of 2,120,000 readers at the start of the year to 1,900,000 at year-end. After seven consecutive years as the most-read general daily newspaper, 20 Minutos lost its leading position to El País.

The company underwent an in-depth reorganization process, merging the four operating companies it had created in 2008 into a single company. The newsroom, previously divided in two – print and online – initialized a merger process focusing on the online area. This will be completed in 2013.

Notwithstanding the reduction in human resources (from 101 to 88), the merger process and the changes in processes, the editorial office faced a year that was also very intensive, in particular in relation to the adjustment measures adopted by the Spanish government, the increase in the social gap, unemployment growth and public protests, etc. These and other very relevant developments or events taking

place throughout the year, such as the end of the terrorist group ETA, the controversies involving the king of Spain and the royal household, the collapse of the banking system, the political corruption scandals, the electoral campaign in the USA, the Euro 2012 football championship and the triumph of the Spanish team, demanded additional efforts from the newsroom.

In addition, new editorial projects were undertaken: the launch of the online editions for Mexico and the USA (December); the launch of Gonzoo, the first online site for young readers on mobile

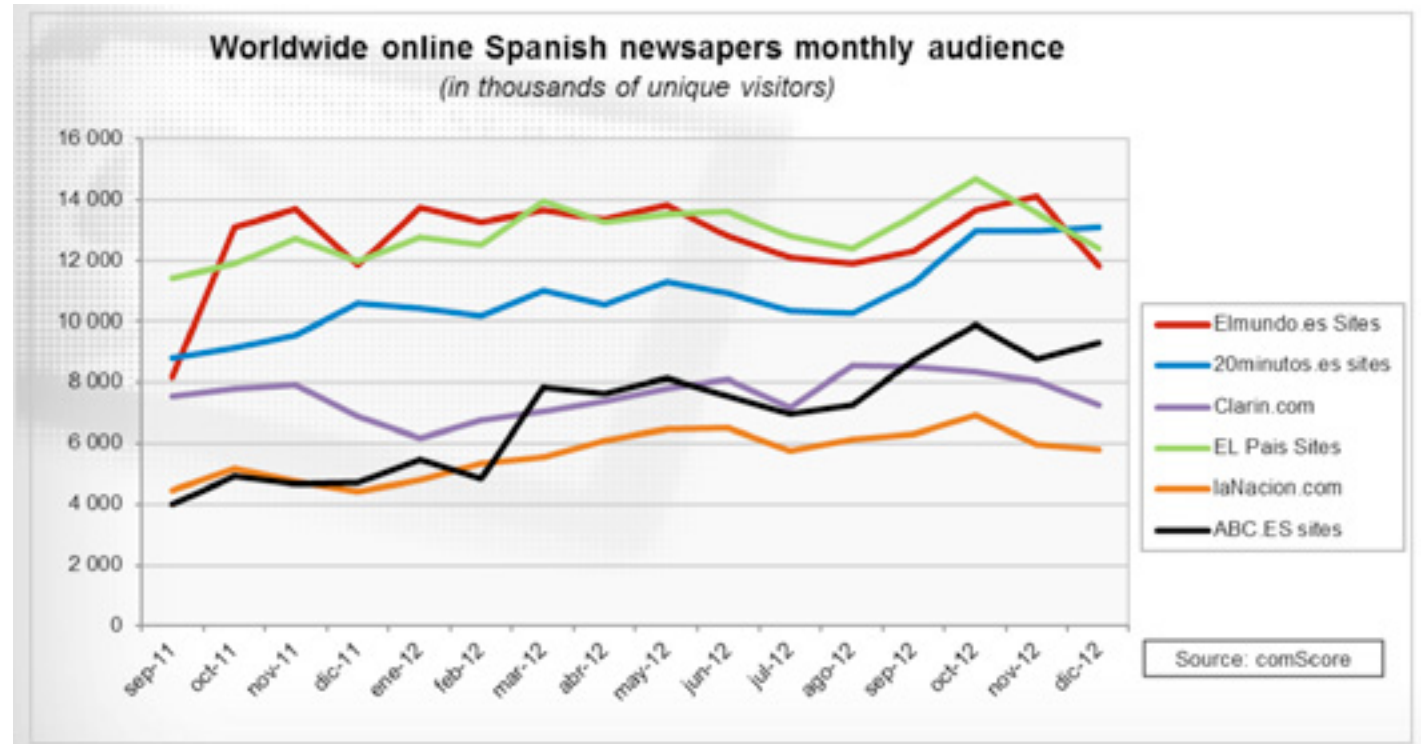
devices (January 2013); and the launch, along with an external partner, of Carrie & Serena, a website for women.

Our only other competitor in the daily free press market, the daily newspaper Qué, closed its printing operations in June. During the year, the main Spanish rival groups also underwent very tough cost-cutting programs, especially in their printing operations. In the online area, on the other hand, competition increased, with the opening of additional news sites – eldiario.es, infonews.com – and the relaunch of Terra.es, Telefonica's web portal.

” We are merging the newsroom, print and online



Arsenio Escobar, Editor-in-Chief





BLOG AWARD: 20 Minutos work in close relationship with the blogging community. Here from the blog festival 2012. Editor-in-Chief Arsenio Escolar hands out the awards.

HALL TSOON

JÕUKAMAD VALLAD JA LINNAD
TÄIENDAVAD POLITSEIKAITSET
TURVAFIRMADE ABIGA. **ESTI LK 4-5**

ENNE ÜMARLAUDA

Enne presidendi ümarlaule minekut täna hommikul kogunev Reformierakonna juhatus vaeb erakonna loomiseks vajalike liikmete arvu vähendamist 500-le. **ESTI LK 3**

ROCK JÄI ELLU

Rocki korvpallimeeskond säilitas EuroChallenge'i sarjas kõik võimalused edasipääsuks, võttes eile prantslasi. **SPORT LK 16**

TERVIS

Kuidas oppida märkama lapse narkoprobleemi. **LK 18-19**



RIHO ALJAND:
Praegu ei tahaks medaljuttuga rahva närvidel mängima minna. Kõigepealt tuleb finaali saada. **SPORT LK 17**

ARVAMUS

«HARTA 12» Ei midagi uut

«Harta 12ks» nimetatud ringkirja tekitatud suur meediakära kutsus justkui teemaga varem tegelemlid sõna sekka ütlima. Ja ometi on raske rääkida neil teemadel end liigseit kordamata, kirjutab kolumnist Iivi Anna Masso. **LK 10**



ARSTIABI Keda eelistada?

TÜ professor Ruth Kalda kirjutab, et meil on valida, kas tagada kiire ja parimal viisil korraldatud arstivastuvõtt neile, kes abi tõesti vajavad, või võtta vastu kõik, ka need, kes pigem harjumusest kord kahe nädala tagant arstile aja broneerivad. **LK 11**



STRUGATSKID Käest läinud unistus

Jelena Skulsakaja vaa- tab tagasi Boris Strugatski loomingule, mille paremik sündis kahasse kirjanikust vennna Arkadiga. Ulmekirjanikena tuntud vendade unistuseks jäigi kirjutada üks dokumentaarroman. **LK 14**

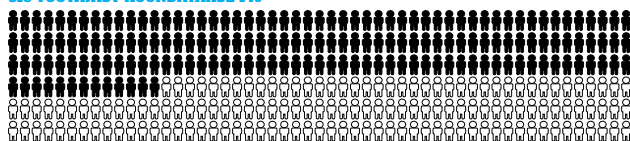
Postimees

KOLMAPÄEV, 21. NOVEMBER 2012 • NR 272 (6657) • HIND 0,8 € • TIRAAZ 54 454

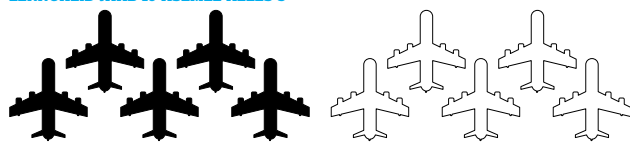
PÄÄSTEPLAAN: Selle aasta üheksa kuuga **20,2 miljoni euroga** miinusesse langenud **Estonian Air** tõmbab koormale nii töötajate arvu kui ka lennuliine.

KÄRBITUD TIIVAD

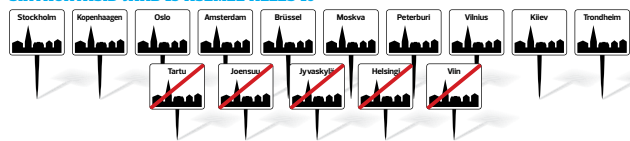
318 TÖÖTAJAST KOONDATAKSE 146



LENNUKEID JÄÄB 10 ASEMELE ALLES 5



SIHTKOHTASID JÄÄB 15 ASEMELE ALLES 10



POSTIMEES



KEY-INFO

Publisher
Editor-in-chief
Channels & frequency

Anvar Samost
Merit Kopli
Postimees in Estonian
(Monday-Saturday),
Postimees in Russian
(Monday-Friday),
weekly in Russian Den za dnjom,
online in Estonian and Russian



Postimees in Estonian:

Circulation: **56 175**
Readership (print): **211 000** (46% men, 54% women)
Online UV/per day: **340 000** (51% men, 49% women)
Mobile/per day: **35 000**
Place of issue: **Tallinn, Estonia + supplement for Tartu (8 pages 5 days a week)**
Editorial staff: **163**
Editorial budget: **EUR 1 932 028**

Postimees in Russian:

Circulation: **9548**
Readership (print): **50 000** (40% men, 60% women)
Online/UV Week: **200 000**
Place of issue: **Tallinn**
Editorial staff: **PRINT 18, ONLINE 9**

Den za dnjom (weekly in Russian):

Circulation: **11 058**
Readership: **38 000** (37% men, 63% women)
Place of issue: **Tallinn**
Editorial staff: **14**

THE NEWSROOM: The editorial offices of Postimees in Tallinn got new interior design during 2012.



TOIMETAJA TÕNIS POOM, TEL 666 2394, MAJANDUS@POSTIMEES.EE



Kartulikasvataja Kalle Hamburg varajase kartuli mugulatega. Mehe sõnul tuleb kartulisaak tänava väga hea. FOTO: LIIS TREIMANN

ILUS SAAK. Rapsisaagi ikaldumine Lääne-Euroopas töötab eestimaistele talunikele eeloleval sügisel suurt tulu.

Soodne ilm lubab head saaki



ENN TSOO
suveportier

Teadlased ja põllumehed ootavad tänava head saaki, sest ilmad on nii teravilja kui ka kartuli ja köögiviljade kasvatamiseks olnud soodsa.

Kartulikasvataja ja MTÜ Eesti Kartul juhataja esimese Kalle Hamburg, kes kasvatab Rapslaanma Inglesse omanikes talus 40 hektari kartuleid, ütles, et tänava paistab tulevat hea kartulisaak. «Niiskust on piisavalt», märkis ta.

Kuigi ilm soosib kartuli kasvamist, ei pruugi see kasvatajatele alati soodne olla, sest turul tekib ülepakkumine ja hinnad langevad. Võimalik, et kartuleid hakatakse müüma isegi alla omahinna. Hamburg selgitas, et paradoksaalsel määral ei ole väga soodsad ilmastikutingimused head, kuna tekib ülepakkumine ja hinnad langevad «vee alla».

Ent mis on saagikuse valet? Hamburg tõi välja, et tähtis on pidevalt jälgida ilmastikutingimusi ning vastavalt sellele kasutada taimekaitsevahendeid.

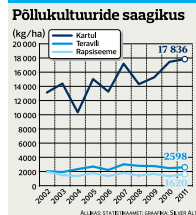
Kartulikasvataja on oma väike kaassakantav ilmajaam, mis on mobiilses ühenduses arvutiga. Ilmajaam monitorib tingimusi, saadab andmeid šveitsi keskserverisse, mis omakorda võtab arvesse ilmaprognoosi ja saadab siis kasvatajale sobivad soovitusused, kuidas pöida taimekaitsevahendiga pritsida.

Selline teadlik pritsimine tagab Hamburgile hea saagi – tema kies on ka Eesti rekord ehk 72 tonni hektaril. Võrdluseks: maheprodukti saaki hektaril vaid umbes 10 tonni kartuleid.

«Maheprodukt on pigem usu küsimus», muigas Hamburg, selgitades, et kuna kartulikasvataja ei pritsi mitte mürgulaid, vaid maapal peal kasvavat taime, ei satu kemikaal nimega toidu sisse.

Sõltuvalt ilmast tuleb kartuleid pritsida 5-12 korda. Kartulikasvataja sõnul on mitmed kartulitootjad «mahelaks liisnud» ainult tootmise pärast, sest mahekartuli tootmine on kordades kallim, ent müüginna vahe on vaid paarikümne protsenti.

Endine põllumajandusministeriurem asekanter, väliskasvataja Andres Oopkaup ütles, et viljasaagi üle pole põlvkonnadele alati soodne olla, sest turul tekib ülepakkumine ja hinnad langevad.



Põllukultuuride saagikus

just muriseda. «Saak on normaalne või pigem üle keskmise», sõnas ta. «Näeb hea välja.»

Põhjus on taluniku sõnul selles, et niiskust jagub piisavalt ning viimasel ajal on ka soojust, mistõttu vilja on väga kiiresti kasvanud.

Oopkaup tõi samas välja, et niiskust tekitab palju haigusi ja kahjureid, mis on müües.

Tema sõnul on nende köögiviljade, mis lepitavad madalamate temperatuuridega – nagu kapsad, porgand, kaalikas, sibul, adonissin peet –, kevad ja suvi soodne olnud, kuna mulaniskust on piisavalt. Siiski on madalatel põldudel saagajal olnud liiga märg.

Kuigi ilm soosib kartuli kasvamist, ei pruugi see kasvatajatele alati soodne olla, sest turul tekib ülepakkumine ja hinnad langevad.

RMK peab Narvas puidu põletamist kasulikuks

ANDRUS KARNAU
andrus.karnau@postimees.ee

RMK lüü Aigar Kallas ütles, et biokütuseks sobiva puidu tootmine ei anna ettevõttele suurt tulu, kuid hakkab puidu põletamine on väga tähtis.

Mõned Reformierakonna ministrid, näiteks ka keskkonnanminister Keit Pentus soovivad lõpetada Narva Elektri- ja

maale hakkab puidu põletamise tootmise maksimise tulevast aastast. Samal seiskohal on enamik Eesti Energia konkureerivaid taustevõrguga tootjaid.

«Praegustes turutingimustes, kus madalalavalekeldilise puidu hõkkumine ületab müümekordset nõudlust, oleks ideaal puidutarbija, sh Narva Elektri- ja maale kadumine turult Eesti maandsusele kindlalt negatiiv-
se mõjuga», teatas kirjas majandusministeriuremle RMK puiduturustuosakonna juhataja Üloar Kaubi.

RMK arvutuste järgi kulub muli Narva Elektri- ja maale 400 000 kuupmeetrit puitu. Arvestades seda, et Eesti Energia suurendas hakkipuitu osakaalu põlevikivaklaia multusega võrreldes peasaagiks kaks korda, siis tänava ku-



POSTIMEES 5. JUULI 2012 | MAJANDUS | 7



ÄRILAUSE

Euroopa vajab siin Saksamaa moraalset juhtimist.

President Toomas Hendrik Ilves hinnangul saab Saksamaa olla võtmerõhk Lääne- ja Ida-Euroopa vaheliste barjääride ületamisel. BNS/427

Molycorp kasum kolmekordistus

Sillamäel muldmetalle tootva ASI Molycorp Silmet mõõdumata aasta puhaskasum kasvas 1764 miljoni euroni võrreldes aasta varasema 5,17 miljoni euroga. Ettevõtte müügitulu kasvas mullu 87,7 miljoni euroni, mis on pea kolm korda rohkem võrreldes 2010. aasta 31,2 miljoni euroga. BNS

IT-agentuuri juhiks saab bulgaarlane

Eestisse loodava Euroopa Liidu IT-agentuuri tegevdirektoriks saab Krum Garkov, otsustas agentuuri nõukogu Tallinnas. Garkov on praegu äriinfot pakkva ettevõtte Experian Group arhiivist Sofias. BNS

7,2 miljardi

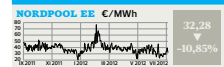
euro väärtuses tõstab Prantsusmaa uus valitsus sel eelarveaastal eelarvepuuduläägi vähendamiseks makse. AFP/BNS

Euribor on aastaga kukkunud poole võrra

Kodu- ja teiste pikaajaliste laenude baasintressiks kujunenud 6 kuu Euribor langes täna järele madalaimale tasemele 0,923 protsendile. Võrreldes aastatagusega on intress langenud 50 protsenti. Maikuni lõpu seisuga oli Eesti 156 500 euraasemelasi võlajad ning keskmise laenuääk 37 000 eurot laenu kohta. e24.ee

Eesti Gaas otsib abi õiguskahtlusest

Eesti Gaas pöördus õiguskahtlusest poole seoses riigikassa vastu võetud maagiasseaduse muudatusega, mis on firma teatel põhisoovustav. Seaduse muudatuse kohaselt tuleb gaasi ülekandevõrk omandiõigust eraldada tootmis- ja müügitagusest. BNS



BÖRS		EURO				
Aasia	Hind	Muutus	4.07	Kursid	Muutus	
Saaka	2460	1.94		Austraalia dollar	1.202	-0.35
Saaka	0.97	2.93		Jaapani jeen	100.260	0.02
Skandinaavia	0.978	0.83		Kanada dollar	1.278	-0.08
Nordpool	2.420	1.86		Leedu lit	3.453	0
Järeleva	0.400	0		Läti lats	0.696	-0.06
Mexiko	6.200	1.45		Norveeki kroon	7.517	0.04
Norveeki AS	1.340	0.88		Poola zloty	4.207	-0.08
Osaka	1.340	2.29		Ruusi kroon	8.618	0.49
Prantsusmaa AS	0.700	2.04		Sveitsi frank	1.201	0.01
Shanghai	1.10	0.85		Taiwan dollar	3.803	0.05
Talvegrupp	0.613	1.16		USA dollar	1.256	-0.12
Talvegrupp	5.600	1.41		Ungari forint	285.300	-0.3
Talvegrupp	7.500	1.35		USA dollar	1.256	-0.12
Talvegrupp	0.200	0		Ungari forint	285.300	-0.37
Talvegrupp	1.300	0.76		Ungari forint	285.300	-0.37

SOURCES

The journalists in Postimees have a broad network of sources. We use information from anonymous sources if it is checked and found to be correct. Postimees safeguards the anonymity of our sources. Postimees does not pay for information.

AWARDS

Best Opinion Article 2011;
Best Feature in Local Newspaper (Tartu Postimees);
Best Sports Photographer

METHODS

Postimees has always considered adherence to press ethics to be important. Nevertheless, we have made mistakes. During 2012 seven complaints were lodged with the Press Council (one case was settled, four decisions found in favour of Postimees and two complaints were upheld).

PRODUCTS

All Postimees' products (newspaper, online, newspapers in Russian) have a fresh and modern new design.



NEWSPAPER AWARD: The Postimees Cultural Locomotive is for persons who have done something special in culture during the year.

LEGAL MATTERS

On 3 July 2012, complainants initiated proceedings under the Law of Obligations Act against AS Postimees in relation to comments on the article published on 12 March 2012. The complainants refuted the

information, demanded that a correction be published, and claimed compensation. The publisher accepted this demand and after that the complainants withdrew legal proceedings.

NEW DESIGN: The pages of Postimees have a fresh and modern layout.



WHAT A SHOT? The nominee for best news picture of 2012 from photographer of Postimees Mihkel Maripuu.

YEAR OF POSITIVE CHANGES



SUPPLEMENT: The cover of the supplement for opinion and culture (Arvamus ja Kultuur).

2012 has been a year of many changes at Postimees. It was the first full year with a new structure that finally merged online and print. Our daily print editions were given a full design makeover in January, followed by totally new design, layout and core platform for the online edition in May. The editorial offices were renovated to improve the working environment for the journalists and the development team.

Along with the new appearance for print and online, Postimees updated its brand. The fresh brand visual is directly based on the main theme of new design elements – huge blue (or in some cases transparent or red) quotation marks. The new slogan is: "Postimees – World Explained". This reflects our position as a trusted institution and the leading media publication in Estonia.

Postimees is the biggest newspaper in Estonia in terms of number of subscribers, circulation and readers. We are only a small step away from the number one spot on the web.

In fact, Postimees has never before had so many readers as it does today: 480,000.

The growth in the number of readers of our mobile sites was breathtaking in 2012, supported by the new platform, good content and marketing campaigns. Postimees intends to keep its first place in this rapidly developing segment.

We see that print is still a very good format for high-quality in-depth journalism, analysis and opinions. Supported by and combined with the real-time capabilities

“ We have published our first annual report to our readers

Anvar Samost,
Publisher

of the web and mobile, this is a winning formula.

A strong, influential position is both a privilege and an obligation. Being the number one paper in Estonia is great, but we also have to keep questioning seemingly obvious or traditional developments in our society, and provide breaking news and fresh, critical viewpoints to our readers. I believe that Postimees has succeeded in this in 2012.

Estonia is a small country with a population of only 1.3 million. It is easy to say that our resources are limited. However, at Postimees we want to do everything that the biggest daily newspapers in any European country would do. This is our reference point and our promise to our readers.

Last but not least, Postimees has published its first annual report to its readers. Distributed as a print supplement to the first Saturday issue of 2013 and also on the web, it paints a transparent picture of our objectives, readership statistics, financial position, important complaints internal routines and a presentation of the whole team.



PERSON OF THE YEAR: Editor-in-chief of Postimees Merit Kopli (left) and publisher of Postimees Anvar Samost (right) with the director of Estonias Maritime Museum, Urmas Dresen.

Ühinenud Ajalehed (United Newspapers)

Publisher of some of the largest local newspapers in Estonia. All of these papers have the widest circulations in their respective regions and provide news and information from both near and far. The total circulation for the local papers is 40,000.



Pärnu Postimees

Pärnu Postimees is the biggest local paper in Estonia. It is published five days a week and has a circulation of 13,500.

EDITOR-IN-CHIEF: Peeter Raidla
FREQUENCY: 5 days a week
CIRCULATION: 13 000
READERSHIP/DAILY: 46 000
ONLINE UV/WEEK: 75 000



Sakala

Sakala is the most widely read daily newspaper in Viljandi County and the second-largest local newspaper in Estonia. The first issue of Sakala was published in 1878.

EDITOR-IN-CHIEF: Hans Väre
FREQUENCY: 5 days a week
CIRCULATION: 9 100
READERSHIP/DAILY: 29 000
ONLINE UV/WEEK: 35 000



Virumaa Teataja

Paper mainly reports on events that take place in Lääne-Viru County, but it also keeps an eye on Ida-Viru County and the rest of Estonia.

EDITOR-IN-CHIEF: Aarne Mäe
FREQUENCY: 5 days a week
CIRCULATION: 7 000
READERSHIP/DAILY: 29 000
ONLINE UV/WEEK: 40 000



Järva Teataja

The biggest newspaper in Järva County, published three days a week.

EDITOR-IN-CHIEF: Merli Nikkolo
FREQUENCY: 3 days a week
CIRCULATION: 4 200
READERSHIP/DAILY: 13 000
ONLINE UV/WEEK: 25 000



Valgamaalane

The most widely read newspaper in Valga County. Published three days a week, with a circulation of 3,000.

EDITOR-IN-CHIEF: Sirlu Homuha
FREQUENCY: 3 days a week
CIRCULATION: 3 000
READERSHIP/DAILY: 17 000
ONLINE UV/WEEK: 17 000

SL Õhtuleht

SL Õhtuleht is publisher of two newspapers: the tabloid newspaper Õhtuleht and the free weekly newspaper Linnaleht.



Õhtuleht

Tabloid newspaper published six days a week from Monday to Saturday. Readership of "Õhtuleht" is a snapshot of Estonia's average socio-demographic profile. Eesti Meedia holds 50% of the company.

EDITOR-IN-CHIEF: Väino Koorberg
FREQUENCY: Daily
CIRCULATION: 52 800
READERSHIP: 178 000
ONLINE UV/WEEK: 385 000



Linnaleht

Linnaleht is the biggest free newspaper in Estonia, and is published in the six biggest cities. It is published in two languages every Friday and has a total print run of 95,000 copies.

EDITOR-IN-CHIEF: Tiina Kangro
FREQUENCY: Weekly
CIRCULATION: 95 000
READERSHIP: 128 000

Ajakirjade Kirjastus (Magazine Publishing House)

The largest magazine publisher in Estonia, publishing more than 30 magazine titles with a total readership of almost 800,000 readers. Magazines published by Ajakirjade Kirjastus include Estonia's most popular magazines Kroonika, Eesti Naine, Naised, Teleleht, Kodukiri, Anne & Stiil, Pere ja Kodu etc. Eesti Meedia owns 50% of the company.



Kroonika

Estonia's best-selling celebrity and most popular magazine. Includes news and interviews of the biggest celebrities from Estonia and worldwide. Kroonika also includes in-magazine TV-guide.

EDITOR-IN-CHIEF: Krista Lensin
FREQUENCY: Weekly
CIRCULATION: 45 000
READERSHIP: 109 000
ONLINE UV/WEEK: 25 000



Naised

Women's weekly magazine offering exiting reading and lots of practical tips for women.

EDITOR-IN-CHIEF: Inga Raitar
FREQUENCY: Weekly
CIRCULATION: 23 000
READERSHIP: 56 000



Anne ja Stiil

The magazine is the market leader among 20-39 year old women in Estonia. It was born as a result of the merger of two well-loved Estonian women's magazines, Anne and Stiil, in September 2009.

EDITOR-IN-CHIEF: Tiina Kruus
FREQUENCY: Monthly
CIRCULATION: 16 000
READERSHIP: 34 000



Eesti Naine

Eesti Naine is Estonia's biggest women's monthly magazine and has the longest tradition in the market. First number was published in 1924. It is warm and friendly, educational, and easy to read.

EDITOR-IN-CHIEF: Aita Kivi
FREQUENCY: Monthly
CIRCULATION: 23 000
READERSHIP: 66 000



Pere ja Kodu

The biggest parent's magazine in Estonia, offering parents useful advice on how to bring up children.

EDITOR-IN-CHIEF: Kirsi Altjõe
FREQUENCY: Monthly
CIRCULATION: 21 000
READERSHIP: 51 000

Television



Kanal 2 is the first privately-owned Estonian television station, founded in autumn 1993. Today Kanal 2 is the biggest Estonian TV station. The Kanal 2 group, besides the mother channel, incorporates daughter channels Kanal 11 (oriented towards women) and Kanal 12 (oriented toward men).



Reporter

The flagship of Kanal 2 is the most-watched news magazine "Reporter".

EDITOR-IN-CHIEF: Ivar Vigla
FREQUENCY: Daily
VIEWERSHIP: 115 000
ONLINE UV/WEEK: 70 000



Radio



Trio LSL Radio Group is one of the leading radio groups in Estonia, comprising six different stations. Trio's Radio Kuku and Radio Elmar are the best known and most popular radio stations among Estonians. More than 54% of the population listens to at least one of Trio's station weekly.



Radio Kuku

Kuku is the first privately-owned radio station in Estonia, launched in 1992. The Kuku brand is a flagship of private broadcasting. Kuku is the only privately-owned "news and talk" format radio station in the Baltic states.

EDITOR-IN-CHIEF: Hindrek Riikoja
FREQUENCY: Live
LISTENERS: 142 000



TV NET



KEY-INFO

Editor-in-chief/publisher
Place of issue
Channels & frequency

Zita Lunde
Riga, Latvia
News portal www.tvnet.lv

Annual editoria budget
Daily reach

EUR 482 125
12.6% of all web users
or 9% of the Latvian population.



USERS

PER DAY

158 500 (93% online, 7% mobile)



GENDER AND AGE DEMOGRAPHIC

Age
15-24
25-34
35-44
45-54
55+

Visitors (per month)
114 096
134 865
100 652
81 960
64 809

Male
Female

234 162
262 222

A NEW NEWSROOM: Journalists of TV Net are working hard to take the position of the most credible news media in Latvia.



PRODUCTS

In 2012 TVNET made a number of significant improvements:

Created a new, modern and user-friendly design for both TVNET.LV and russian TVNET;

Created a new lifestyle portal, www.sejas.lv, which quickly won readers' trust. It is the only one of its kind in Latvia;

Extended our section entitled "Spogulis" ("Mirror"), that has a special way of presenting the front page.

There were a number of new series of articles with new means of data compilation and summarization.



METHODS AND SOURCES

TVNET content is created by a team of 23 editors and journalists, in cooperation with two news agencies, BNS and LETA. TVNET complies with the Latvian Association of Journalists Code of Ethics, and considers freedom of speech and freedom of the press to be important preconditions for democracy. Our main task is to give true and verified information to society. Our journalists ensure diversity of opinions. When collecting information, our reporters conduct interviews, study and analyze data, and perform process analyses.

TVNET journalists use reliable sources, listen to our readers, and use information obtained from other sources, though not without verifying such information before it is published.

In 2012 we launched a successful cooperation project with the Baltic

Center for Investigative Journalism entitled Re:Baltica. One of the most striking examples is the study on poverty in Latvia published in October, which had huge repercussions and attracted media attention across Europe. Also in collaboration with Re:Baltica and TV3, Latvia's largest TV channel, we conducted a campaign about central heating bills and education costs in Latvia.

During the campaign we set up a special interactive data acquisition site, the first of its kind in the Latvian media industry. Website users could enter data about their heating bills and educational costs. The data was then collated and analyzed. At the end of the campaign several illegalities were discovered, and we called for the responsible authorities to be held accountable.

SATIRE: TV Net developed an artistic form of photo collages commenting the political situation.



OPINION: In the new section "Spogulis" ("Mirror") TV Net present new and influential columnists.

A TEST OF PRESS FREEDOM

TVNET is the second-largest news portal in Latvia, and has now been in operation for 12 years. We are proud to be the most-read news portal in Latvia, with half a million readers every month. Users spend more time reading articles on TVNET than on other news portals, which proves TVNET to be the favorite place to find news and analyses.

The past year was another test of Latvia's journalistic freedom and impartiality. Many of Latvia's media owners are still suspected of serving as a mouthpiece for political parties. 2013 is a municipal election year, and preparations for this could already be seen in 2012, when a number of printed and internet media reported incorrect information. On our news site and during media conferences, TVNET has repeatedly drawn attention to widespread dishonesty in the Latvian media industry: publishing biased political points of view in return for payment, not declaring these publications as advertising, and serving the interests of the media owners rather than the public. Last year Latvian media experts acknowledged on several occasions that only a small proportion of the Latvian media industry operated professionally, and that TVNET was among the few that did. Following the ongoing situation in the Latvian media industry, we have introduced a new campaign slogan: "There are few to trust! TVNET!"

TVNET's journalists benefit immensely from being part of Schibsted Media Group, and strive to create professional and independent editorial content. I believe that media consumers are wise enough to distinguish between high-quality media



and mouthpieces for political parties. That is why next year we will continue to increase our readership, paying particular attention to marketing campaigns, building the audience base of TVNET in Russian language, attracting new readers by targeting younger audiences.

In 2012 TVNET adopted a new design and style of presentation, and developed an opinion and analysis section entitled "Spogulis", with a new and influential columnist, Otto Ozols, who has returned to

Latvia after an absence of many years.

In 2012 the challenge for us was to create a new product in a field that was new for us: so-called yellow or tabloid journalism. Since March, a lifestyle portal, sejas.lv, has successfully complemented the TVNET content. The content of the website sejas.lv is created by two people with considerable experience in this field. The design, specially developed for this site, with large pictures, has fully proven itself and gained readers' interest. This type of website has no

” *We strive to create independent editorial content*

Zita Lunde,
Editor-in-Chief

competitors in Latvia.

TVNET made more active use of social networks in 2012. The number of readers and followers on our Facebook and Twitter pages has grown rapidly and steadily. The most popular Latvian social network has been draugiem.lv, but in 2012 Facebook gained more visitors in Latvia, which led us to dynamically keep track of reader's habits.

Last year we gained a lot of popularity among and recognition from readers and media professionals for visual presentation of articles, which were enhanced with specially created photo collages and dramatically brightened up the content.

We are also pleased about several social responsibility projects. We engage and support a variety of environmental projects, cultural and sports activities, and for the third year running we organized a charity project for children's homes. In a special campaign we encouraged our readers to participate in donating gifts. The campaign has gained enormous popularity.

In year 2013 our main editorial focus will be on the upcoming elections, and we also plan to develop the design and content of several TVNET sections.

LITHUANIA

Žurnalų Leidybos Grupe (Magazine Publishing Group)



ZLG is the largest magazine publisher in Lithuania. The flagship of the group is weekly celebrity magazine “Žmonės”. It also publishes weekly “Ji” and monthly magazines “Laima” and “Edita”. The group’s internet activities comprise celebrity website zmones.lt, women’s site ji24.lt and TV schedules website tv.lt.



Žmonės (People)

High-quality weekly celebrity magazine. The magazine that knows everything about all stars, both local and global. It is the biggest circulation in Lithuania.

EDITOR-IN-CHIEF: Daina Žemaityte
FREQUENCY: Weekly
CIRCULATION: 120 000
READERSHIP: 430 000



zmones.lt

Žmonės. A website dedicated to celebrity news from Lithuania and abroad.

EDITOR-IN-CHIEF: Daina Žemaityte
FREQUENCY: Live
UV/MONTH: 350 000



Laima

Lifestyle, fashion and feature monthly magazine for women between 25 and 45. People, fashion, beauty, health, interior are the basic themes of the magazine.

EDITOR-IN-CHIEF: Gitana Bukauskiene
FREQUENCY: monthly
CIRCULATION: 20 000
READERSHIP: 85 000



Ji

Weekly leisure and advice magazine for women. Short and specific story-like content includes interesting chat, fashion and beauty tips, love and relationships, health and lifestyle, recipes.

EDITOR-IN-CHIEF: Neringa Cerniauskiene
FREQUENCY: Weekly
CIRCULATION: 60 000
READERSHIP: 160 000



Edita
 Monthly magazine for offering practical advice to women on running their homes and caring for themselves and their families.

EDITOR-IN-CHIEF: Asta Tvirbutiene
FREQUENCY: Monthly
CIRCULATION: 30 000
READERSHIP: 75 000

15 minuciu

The company runs the second-biggest news site in the country and publishes the first and the biggest free weekly newspaper in Lithuania, "15 min ". 15 min is considered to be young, innovative and independent news organization. Citizen journalism and reader involvement in news-making are also well developed.



15min.lt
 News portal was launched in the fall of 2008. Currently the second most-visited website in Lithuania, with more than 800,000 unique visitors per month.

EDITOR-IN-CHIEF: Rimvydas Valatka
FREQUENCY: Live
UV/MONTH: 850 000



15 Min
 15 min is the biggest free weekly newspaper in Lithuania, published in five major cities, with a circulation of 80,000.

EDITOR-IN-CHIEF: Rimvydas Valatka
FREQUENCY: Weekly
CIRCULATION: 80 000
READERSHIP: 240 000

The Leveson Legacy: A terrible mess of press regulation

Criminal acts, and the failure of the police to deal with them, lie at the heart of the UK's phone-hacking scandal.

The cynicism aimed at the press following the Leveson inquiry wrongly suggests British journalism has suffered moral collapse. In 2007, The News of the World's royal editor and a private investigator were jailed for conspiring to intercept communications. The investigator admitted another five



Anthony Longden,
Society of Editors, UK

charges of hacking voicemail, but – inexplicably – police failed to investigate further at the time. Evidence that murdered teenager Millie Dowler's voicemail had been hacked, giving her family false hope, was the last straw. The Leveson inquiry was launched. The scandal and the inquiry have been devastating for individuals and for the reputation and morale of the UK press. Police have arrested 107 people; 72 are on bail, 57 of them journalists. There has been one conviction so far. The original criminal acts have been eclipsed by exploitation of the situation by interest groups, notably politicians and Murdoch-loathing academics. Anyone with a score to settle has taken advantage of the opportunity to kick the press while it's down. Misinformation and wilful misrepresentation have characterised the debate. The description of the Press Complaints Commission (PCC) as 'a failed organisation' gained universal currency. For years, the PCC was described as a 'regulator'. In reality it was a mediator with no enforceable sanctions at its disposal. It was, however, taken seriously by newspapers, particularly in the regions. It handles 7,000 complaints a year, applying its motto: "Fast, free and fair" in brokering amicable resolutions. It provided case study-based training, and was praised for its effective use of 'desist notices' where harassment was reported. But no mediator or regulator can do anything about determined criminality. Quite simply,

the PCC was blamed for failing to exercise powers it never had in the first place. Attention is now focused on proposals for a new self-regulatory body, based on Leveson's principles, and armed with proper sanctions. The PCC's acclaimed Editors' Code of Practice will survive, though – crucially – it will now have a quota of lay members. The big question is: should the regulator be underpinned by law? The industry says a firm 'no': laws already exist that address everything examined by Leveson. There is no need for any new ones.

Politicians – still smarting from the Daily Telegraph's exposure of the Parliamentary expenses scandal that caused public outrage in 2009 – and many academics are calling for a press law. Hatred of tabloid journalism in general, and Rupert Murdoch's News Corp in particular, have poisoned all rational discussion. This unfairly and inaccurately dented public confidence, and gave the false impression all reporters hack phones and make corrupt payments to public officials. National journalists have never been held in such low esteem. The regional press despairs. Its often more accountable bread-and-butter journalism is a world away from tabloid trickery. Yet it now has to live with the consequences: poor public confidence that can only hurt circulation and advertising revenues in an already challenging environment, increased regulatory costs, and a collapse of trust

between journalists and the police. Terrified of appearing to 'collude' with reporters, police forces increasingly use press officers, reducing the flow of information to a trickle. The British press continues to operate to high ethical standards, and excesses are rare. Lord Hunt, chairman of the PCC, has drawn up robust plans for a new regulator based on formal, binding contracts. The new regulator should have teeth: fines of up to GBP 1million and investigative powers – measures that would make the UK model one of the toughest press regulators in the world, and one that would certainly restore public confidence.

But, it seems, nothing will be quite good enough for our many detractors, who continue to push for legislation. In March, politicians opposed to a Royal Charter solution, disrupted Parliamentary business by attaching press regulation amendments to totally unrelated laws, infuriating the Prime Minister. This tactic even threatened to wreck a long-awaited defamation reform bill. The government's latest Royal Charter plan includes 'exemplary damages' to encourage publishers to sign up to the new regulator. These are cripplingly high costs applied in court actions brought against anyone outside the system. The press is appalled at the idea, and many people believe such damages would be illegal under European law. A terrible mess. The fight for our free press continues. Wish us luck.



Photo: PA

” The scandal have been devastating for the reputation and moral of the UK press

THE HATRED against the tabloids are poisoning all rational debate over press regulation in the UK, writes Anthony Longden, a journalist for 30 years, 20 of them spent as an editor and senior editorial executive in various regional companies in the UK including Newsquest, Trinity Mirror, Soutnews and Westminster Press. He has been a member of the Society of Editors' Parliamentary and Legal Committee since 1999, and most recently helped to draft several of the Society's modules of evidence for the Leveson inquiry. He completed a three-year term as an editorial member of the Press Complaints Commission in September 2012, and sat on its reform sub-committee. Now a consultant, he advises the SoE, the PCC during its transition phase, Alder Media, a London-based crisis PR firm.

The 2007 Barcelona Manifesto

The Schibsted Editors Forum is a watchdog, guarding the ideal principles of publishing within the Schibsted Media Group.

The Forum is based on the principles of The Tinius Trust, securing the editorial independency and quality in Schibsted publications.

The Forum consist of approximately 40 editors responsible for Schibsted print and digital products. We meet twice a year to discuss common challenges, share experiences and best practices and case studies in the world of publishing. The Forum also nominate an editor to take part in the discussions within the Schibsted Board as an observer. In the June 8th 2011 session in Oslo, Lena K. Samuelsson (Editor-in-chief of Svenska Dagbladet) was appointed as a new observer to the board for a period of two years. Schibsted Editors Forum was established in 2007 in Barcelona, where the editors representing all media houses wrote The Barcelona Manifesto of Schibsted:

The Goal for Schibsted Editors' Forum is to:

- **Protect and strengthen** the standards of quality journalism within Schibsted.
- **Secure and develop** editorial influence on the decision making within the company. Defend journalistic and democratic values from internal and external pressures.
- **Promote product development** by sharing of experiences and Best Practice within and outside the group.
- **Foster a culture** of journalistic creativity aiming at constant innovation, product leadership and sound financial returns.
- **Aim for the best** possible journalism by understanding the audience and their needs.

Members

Members of the Forum are Editors-in-Chief and their Deputies of Aftonbladet, Svenska Dagbladet, VG and Aftenposten; Editors-in-Chiefs of other major newspapers which are controlled by Schibsted; Editors-in-Chiefs of the multimedia sites within these media houses.

The Executive Committee has the authority to decide of membership outside of these principles.

In June 2011 the Forum decided that membership is due to approval of each Editor-in-Chief, regardless of position and responsibility within each media house. A Schibsted Editor:

- **Should be** appointed by the board.
- **Has a free** and independent role.
- **Has the personal** and total responsibility for the content within the whole publication including advertising.

Our Values

- **The Schibsted Group** builds on humanistic and democratic values.
- **As editors** we shall fully respect the human rights and equality.
- **We respect** that creative ability within our editorial staff is strengthened through integrity, a good working environment and diversity.
- **We follow** Schibsted's guidelines to good editorial leadership.

Our Activities

We will take a leading role in understanding changes in media usage.

„ We will act as a «watch dog», guarding issues regarding press, ethics, journalistic principles and standards throughout the Schibsted Group

We will apply our knowledge in developing traditional and new media.

We will work constantly for improvement, developing talent, entrepreneurship and leadership in our creative organisations. We will work for a solid financial business model in order to secure quality journalism in the future.

We will act as a "watch dog", guarding issues regarding press, ethics, journalistic principles and standards throughout the Schibsted Group.

We will support the Editors from improper internal and external pressure and conflicts

violating our journalistic values. We will elect two members for the jury of the Schibsted Journalism Award. Our Organization

The members of the Forum should meet at least once a year.

The Executive Committee consists of four members.

The Editor who represents the Editors in Schibsted's Executive Board is to be President of the Executive Committee.

All members of Schibsted Editors' Forum are electable.

Shaping the media of
tomorrow. **Today.**



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